

## THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

# TIP

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**The Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. It is published quarterly in February, May, August, and November. Circulation is approximately 3000, which includes the membership of the Society; all APA officers, board members, Division presidents, and newsletter editors; graduate students in industrial-organizational psychology and organizational behavior programs; and individual and institutional subscribers. Opinions expressed are those of the writers and do not necessarily reflect the official position of the Society for Industrial and Organizational Psychology unless so stated.

**Manuscripts and News Items:** TIP welcomes articles or news items of interest to Society members and

subscribers. Especially encouraged are integrative articles or updates on current topics in industrial and organizational psychology, commentaries on professional and practice issues, and articles on the teaching of I/O psychology and international developments. Manuscripts should be typed double-spaced and be no more than 10 pages in length. Accepted submissions may be edited to meet newsletter requirements. All articles and news items should be submitted to the TIP Editor.

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# TIP

The Industrial-  
Organizational  
Psychologist

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November, 1982

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## A Message From Your President

**Dick Campbell**

It is a pleasure to become the President of our organization at this particular time. Although we have some serious problems to confront, the Division is in excellent condition. The Division serves its members well, primarily because its members are active, involved, and eager to contribute to I/O Psychology and their organization. That involvement greatly facilitates the job of the President.

When we look beyond our organization to our broader interests, the picture is robust. Industrial and Organizational Psychology is flourishing. Outstanding applicants queue up for our I/O graduate programs. Psychologists trained in other disciplines seek cross-training in I/O and positions as I/O psychologists.

And this is the first year of our existence as the Society for Industrial and Organizational Psychology, Inc. Our new status should bring new opportunities and stimulate our thinking about what we can become.

We are strong and influential participants in APA. Our voice is heard in Council as never before. We are learning how to make APA work for I/O Psychology, and I believe we are helping make APA a better organization for all psychologists.

Speaking for myself, and hopefully most of our membership, I see APA as the appropriate home for the Society. Our roots are in psychology, and I/O is strengthened by its interaction with the other disciplines within psychology. I will spend no time worrying about whether to remain in APA. My energy will be directed toward making our relationship with APA as productive as possible.

It has taken a great deal of our resources to build to this position of strength. Most of our effort has been devoted to professional activities. APA has been but one arena. The States are another, as evidenced by our concern with the complex issue of licensing. Testing issues arise in various places. We must continue to handle our professional affairs well, but it is time to turn to other matters which have been given little attention of late. If my view is correct, the Society is ready to reach out into new activities. The Committees have developed ambitious sets of objectives for '82-83. They are too numerous to mention here, but I encourage you to read through the reports in this issue of **TIP** and give your suggestions to the appropriate chairs.

I have three main objectives for the Society this year: 1) improve our scientific program, 2) increase the participation of organizational

psychologists in the Society, and 3) publicize the Society and find ways to use our new status to enhance the organization.

The Society should be doing more to foster the scientific development of I/O Psychology. We recently conducted an outstanding effort, the Conference on Innovations in Methodology. Outstanding scientific activities should not be rare events. The Scientific Affairs Committee has been doing a fine and important job, but it has been consumed by awards work. The committee has been expanded in size this year with several members totally committed to finding ways to enhance scientific work in I/O Psychology. Ray Katzell, the chair, has a very interesting piece in this issue of **TIP**. I hope Ray and his committee will get your full support in this effort. They certainly have mine.

The Organizational Psychology side of the Society needs attention. There is concern, which I share, that organizational psychologists are not as involved in the Division as we would like. Organizational Psychology must continue to be a vital part of the Society. There are no simple answers. With the help of the Committee on Committees, we have established good representation for Organizational Psychology throughout the committee structure. The Program Committee chair, Allen Kraut, has been asked to stimulate more Organizational Psychology submissions for the Convention program. Ann Howard, our new **TIP** Editor, is developing plans to provide broader coverage of Organizational Psychology in the pages of **TIP**.

We plan to publicize widely our incorporation as a Society. The Long Range Planning Committee will be identifying and evaluating new opportunities this creates for us. The change in name and legal status should be but a beginning. Milt Hakel, chair of LRP, is eager to receive your ideas about Society activities.

Many other important issues and projects will be getting our attention this year. A scan of the Committee objectives hits such buzz words as Psy D, credentialing, etc. Anyone who attended the Convention in D.C. is aware of the issue that has captured the attention of the membership, the revision of the Joint Technical Standards for Educational and Psychological Testing (JTS). It is clear the membership wants the Society to give the Revision full attention. An ad hoc Committee on Testing was approved by the Executive Committee to deal with a number of testing issues in a prompt and integrated fashion. This committee will be a prime resource in our effort to ensure the Revised JTS become something we can enthusiastically support.

The first year of the Society promises to be an exciting one. Your comments and suggestions would help. The committees and I would like to hear from you, now and as the year unfolds.



Ann Howard

By now you must have realized that the **TIP** editorial offices have moved from West Coast to East Coast, from the environs of Baghdad by the Bay to those of the Big Apple. I am especially pleased that **Ed Adams** has joined me as **TIP's** Business Manager. The Editorial Board will employ the rich talents of **Dave Campbell**, **Randy Dunham**, **Martin Greller**, **John Hinrichs**, **Rich Klimoski**, **Jim Sharf**, and **Lynn Summers**. Our first message is a resounding thanks to **Shelly Zedeck** and his staff for leaving the newsletter in such fine standing and reputation; having a good model to follow makes our job much easier. Shelly was particularly patient and thorough in explaining the Ins and Outs of **TIP** editorship, for which I am most grateful.

My first instruction from Dick Campbell was to try to reduce the cost of **TIP**, since it is one of the Society's largest expenses. This assignment seemed formidable, for the University of California had provided inexpensive printing and free mailing. After pursuing estimates with about a dozen sources, I finally found a modestly-priced printer, and was advised to reduce the newsletter to a standard 8 1/2 X 11" size to avoid the cost of special orders and cutting. The other substantial cost-saving measure we are attempting is to do the typesetting at AT&T. This is highly experimental for us, and I'm very grateful to my AT&T staff members who have taken on the problems of hardware, software, and fingerwear (typing): **Marie Hoehn**, **Cathy Brunson**, and **Sharon Solomita**. AT&T has promised installation of some even fancier equipment in the near future, which should enhance copy resolution.

The other approach to improving our financial picture is to increase the income derived from subscriptions and advertisements. This is Ed Adams' department, and he is busily seeking subscriptions from such sources as corporate and undergraduate libraries and individuals interested in our field who are not Society members. The major source of advertisements has always been book publishers, also being pursued by our industrious Business Manager. Won't you readers give Ed some help? If you're a new author or know of one, drop Ed a line, or make a pitch to a publisher yourself. Details are on the last page of this issue.

A new editorial team also means a time to consider some alterations in content and format. From a small questionnaire survey of the Executive Committee and Chairs and some other Society members, it seemed we might best appeal to a wide constituency by giving coverage to broader issues. Instead of featuring updates on the same specific topics in each issue, we will expand our reach to many different areas, *including* those covered in the past but not exclusively those. We hope to provide more coverage on the "O" side of I/O psychology and also want to emphasize the teaching of I/O psychology, the practice of I/O psychology, international

developments, professional issues, and scientific issues not well integrated or explored in the journals. Special features will offer several articles on the same topic. We strongly urge our readers to participate by submitting articles and news items; more specific instructions are on the inside cover.

**TIP** has grown increasingly lengthy over the years, and it invited some organization. Features (unique articles) will now be separated from Departments (regular columns). Since the questionnaire survey indicated that "EEO Issues" was the one topic our sample of **TIP** readers felt they could not do without, Jim Sharf agreed to continue on the Editorial Board as a Department, while the other Board members focus on Features. Other continuing Departments will be "A Message from Your President", "Report from APA Council", committee reports, "TIPBITS", "Profile", "In-Basket", "Meetings Past and Future", "Positions Available" and society business. Also providing some aesthetic relief from the length of the newsletter will be more extensive use of photographs and drawings.

A final change affects our student readers. In the past we have sent **TIP** to student members of Division 14 and, in addition, sent up to 15 free copies to I/O Psychology and OB academic departments. As our membership grows larger relative to the number of available copies of **TIP**, we decided to be more precise about distribution of the newsletter to students. Thus beginning this fall, *all I/O and OB graduate students who would like a free copy of TIP should be sure their names are on a subscription form available from their academic departments.* Assuming enough copies are available, we plan to mail them to individual student subscribers. Multiple copies will no longer be sent to departments without the identifications provided by the subscription form.

## NEWS AND NOTES...

Two Society members were recently honored in Europe with honorary degrees. **Ed Fleishman** was awarded the Honorary Degree of Doctor of Science in Social Science by the University of Edinburgh at the annual commencement in Edinburgh, Scotland on July 15. **Don Super** was awarded the degree of Doctor of Science, Honoris Causa, by the Faculty of Psychology of the University of Lisbon, Portugal.

Another awardee was **Ed Webster**, Emeritus Professor of Psychology, McGill University, who was the 1982 recipient of the Canadian Psychological Association Award for Distinguished Contributions to Psychology as a Profession. **Dennis Dossett** writes that last fall he received the Great Teacher Award for 1981-82 at the University of Nebraska at Omaha for his work in the I/O graduate program there.

Dossett has now relocated, though, to the School of Business Administration at the University of Missouri - St. Louis, where he is an Associate Professor. Replacing him on the I/O faculty at UNO will be

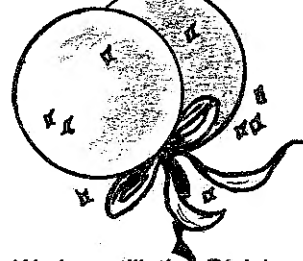
**Dennis Doverspike**, who received his degree from the University of Akron just this year. Also joining in the academic musical chairs was **Rod Lowman**, who left the University of Michigan to establish a new doctoral program in Clinical-Organizational Psychology at North Texas State University. Rod's joint major in Clinical and I/O Psychology uniquely qualifies him for the post. Another migrant to Texas was **Jerry Ferris**, who left the University of Illinois in June to accept a faculty position in the Department of Management at Texas A&M University.

The University of South Florida's I/O Psychology program continues to build its staff. **Paul E. Spector** just accepted a faculty position there, bringing the I/O area to seven full-time faculty members (Paul joined **Herb Meyer**, the I/O area director, **Ed Levine**, **Gail Ironson**, **Carnot Nelson**, **Louis Penner** and **Frank Sistrunk**). **James J. Jenkins** has been appointed Department Chairperson. Though beginning his career as an I/O psychologist, he fell into a "stray" path to become an internationally recognized experimental psychologist.

Also expanding in the I/O area is Baruch College of the City University of New York. A new Ph.D. program in I/O Psychology will begin this Fall under the direction of **Joel Lefkowitz**. Applicants are encouraged to CUNY for next Fall's (1983) class. Two I/O psychologists recently appointed to the faculty are **Virginia Schien** and **Jeanette Cleveland**.

Academics are not the only ones with the moving bug. **Gini Boehm** left SOHIO for consulting activities with Assessment and Development Associates. **Allen N. Shub** has joined the Minneapolis-based corporation of National Computer Systems as Vice President and General Manager, Interpretive Scoring Systems. **Mark Silber Associates, Ltd.** has relocated its corporate office for psychological consulting activities from Chicago to sunny San Diego (Rancho Bernardo); regional offices are still maintained in Chicago as well as Tulsa, Milwaukee, and New York City. In addition to his consulting practice, **Mark Silber** has accepted a Full professorship at the Graduate School of Human Behavior and Business at United States International University.

Last but not least on the list of movers are the AT&T psychologists in the Human Resources Department. The Morristown offices must be vacated to make room for the company's new free-standing subsidiary, so back to Basking Ridge, N.J. we go. The dates are ambiguous as of press time, but we'll probably be there by the time you receive this issue of **TIP**. That means the Society's President, a Representative to Council, **TIP** Editor, **TIP** Business Manager, Chair of the Committee on Committees, Member-at-Large on sabbatical, etc., etc. Don't worry; AT&T will forward our mail if we don't get the addresses right in this issue.



## BECOMING A *Society*

*We're still the Division of APA called 14, but our new official title is the Society for Industrial and Organizational Psychology, Inc. The next several articles describe the route to incorporation, its symbols and formalities, and our constituency.*

### The Road To Incorporation

Irwin L. Goldstein

As of June 18, 1982, Division 14 has been incorporated as the Society for Industrial and Organizational Psychology, Inc. This accomplishment reflects three years of hard work by a large number of individuals, beginning with a proposal by Milt Hakel that the division examine the advantages and disadvantages of incorporation. This began a fascinating adventure which probably tells us a great deal about the maturity of Division 14 as an organization representing Industrial-Organizational Psychology. Members of the Executive Committee spent countless hours discussing the advantages and disadvantages. Members of the LRP committee interviewed attorneys, members of other incorporated divisions of APA, and leaders of APA to obtain answers to countless questions.

Some of these sessions resulted in situations which will no doubt be remembered by the participants long after everyone else stops discussing our decision to incorporate. One of the most memorable incidents involved members of this year's incorporation task force, who spent days trying to obtain information from APA concerning their desire and ability to provide help on several difficult legal and accounting issues. The problems became particularly serious because the Executive Committee needed to make several decisions at their mid-year meeting concerning legal help. The night before the Executive Committee meeting the issues had still not been resolved, and everyone was attempting to determine what the alternatives could be and how they were going to explain to the Executive Committee that they were unable to proceed. Then, after the group split up for the night, several members spotted Mike Pallak, Executive Officer of APA, in a local D.C. drinking spot about 1a.m. in the morning. While several members "entertained" Mike, others got on the hotel telephone and rounded up the rest of the Ad Hoc Committee on Incorporation. A meeting was convened in the bar, and Mike provided

the information needed for the next day's decisions by the Executive Committee.

In a more serious vein, there were over five major articles published on the advantages and disadvantages of incorporation in **TIP**, including a number of letters from members expressing their views. In addition, the issues were discussed in three Open Forums at APA meetings. It was truly an issue that provoked thoughtful discussions by many persons who were concerned about our future. The final event was an overwhelming vote by Division 14 members to incorporate.

During this past year, the Executive Committee set up an ad hoc group including Jack Bartlett, Gini Boehm, Dick Campbell, Irv Goldstein and Art MacKinney to implement this decision. On March 29, Irv, Jack, Gini and Dick met with Peter Lipresti, who represents a Washington, D.C. law firm (Finley, Kumble, Wagner, Heine, Underberg & Casey). This firm had been identified as a group that specializes in the incorporation of professional groups. We discussed the history of the incorporation issue with Mr. Lipresti. As a result of these discussions, we decided to use Mr. Lipresti's services to follow through on the Division's mandate to become incorporated.

Mr. Lipresti outlined several aspects of the incorporation process. They are as follows:

a) In order to become incorporated, we had to file articles of incorporation. We chose to do so in Washington, D.C., and as of June 18, 1982 we became an incorporated society.

b) We must also obtain tax exempt status. This process is somewhat complicated and we are presently filing the appropriate papers. Mr. Lipresti has informed us that income which is related to our professional and scientific goals is considered tax exempt. Thus, income earned from sales of journals, briefs, dues, etc., would be considered tax exempt. The only exception for us appears to be income earned from advertisements in **TIP**. However, since we do not earn a profit from **TIP**, it will be possible to write that income off.

c) The final step is the design of an accounting system consistent with being an incorporated society. This will be accomplished this year.

Thus, we are pleased to announce that as of this year, we are an incorporated entity titled the Society for Industrial and Organizational Psychology, Inc.



*Attorney Peter Lipresti was treated to dinner and champagne celebrating the incorporation on Monday evening of the APA convention. Both Outgoing and Incoming Executive Committees and Chairs joined in the festivities.*

## ARTICLES OF INCORPORATION

OF

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC.

TO: The Recorder of Deeds, D.C.  
Washington, D.C.

We, the undersigned natural persons of the age of twenty-one years or more, acting as incorporators of a corporation adopt the following Articles of Incorporation for such corporation pursuant to the District of Columbia Non-profit Corporation Act:

FIRST: The name of the corporation is the Society for Industrial and Organizational Psychology, Inc.

SECOND: The period of duration is perpetual.

THIRD: The purpose of the corporation is to promote human welfare through the various applications of psychology to all types of organizations providing goods or services, such as manufacturing concerns, commercial enterprises, labor unions or trade associations and public agencies, and to perform all activities related thereto. The purposes for which this corporation are formed are purely scientific, professional and educational and not for financial gain. No part of its net earnings shall inure to the benefit of any member, private shareholder or individual. The corporation shall have the power to do all lawful acts necessary or desirable to carry out its purposes consistent with the provisions of the District of Columbia Non-profit Corporation Act and Section (501)(c)(3) of the Internal Revenue Code of 1954, as amended.

FOURTH: The corporation will have members. The By-Laws of the corporation shall specify the classes, qualifications and rights of its members.

FIFTH: The By-Laws of the corporation shall state the manner in which individuals shall be elected to serve on the Board of Directors.

SIXTH: The internal affairs of the corporation shall be governed by the provisions contained in the corporation's By-Laws. The corporation shall be managed by the corporation's president, who shall be responsible for the day-to-day operation of the corporation. Upon dissolution of the corporation, any assets remaining after the satisfaction of all corporate liabilities shall be conveyed to such organization or organizations as shall be selected by the affirmative vote of a majority of the members of the corporation's Board of Directors, provided, however, that such organization or organizations must be recognized as exempt from federal income taxation under Section 501(c)(3) of the Internal Revenue code of 1954, as amended.

SEVENTH: The address, including street and number, of its initial registered office is 1120 Connecticut Avenue, N.W., Suite 1000, Washington, D.C. 20036 and the name of its initial registered agent at such address is Representative Agency, Inc.

EIGHTH: The number of directors constituting the initial Board of Directors is three and the names and addresses, including street and number of the persons who are to serve as the initial directors until the first annual meeting or until their successors be elected and qualified are:

Dr. Richard J. Campbell

c/o American Telephone and  
Telegraph Company  
1776 On The Green, Room 3A18  
Morristown, NJ 07960

Dr. Arthur C. MacKinney

Vice Chancellor for Academic Affairs  
University of Missouri - St. Louis  
8001 National Bridge Road  
St. Louis, MO 63121

Dr. Virginia Boehm

SOHIO  
1526 Midland  
Cleveland, OH 44115

TENTH: The name and address, including street and number, of each incorporator is:

Peter Lipresti

1120 Connecticut Avenue, N.W.  
Suite 1010  
Washington, D.C. 20036

Steven H. Schram

(same as above)

Wayne K. Johnson

(same as above)

Date: June 18, 1982

District of Columbia

)  
) SS  
)

I, \_\_\_\_\_, a Notary Public hereby certify that on the \_\_\_\_\_ day of June, 1982, personally appeared before me Peter Lipresti, Steven H. Schram and Wayne K. Johnson, who signed the foregoing document as incorporators, and that the statements therein contained are true.

*A copy of the new By-laws of the Society will be printed in the February 1983 issue of TIP. Those needing a copy before that time may obtain one from the Secretary-Treasurer (address on back cover).*

Let me introduce myself.

I'M

YOUR

NEW

LOGO!



Now that you're a society, it seemed only appropriate to have a symbol of your new status. That's me!

Dick Campbell began the campaign for a logo, and Jack Bartlett spearheaded the design effort at the University of Maryland. Susan Jackson and Les Bodian produced the winning creative design, which was developed and put into final form by Ann Howard and her associates at AT&T.

Let me explain myself further. The innermost white section is my



representing Industrial Psychology.

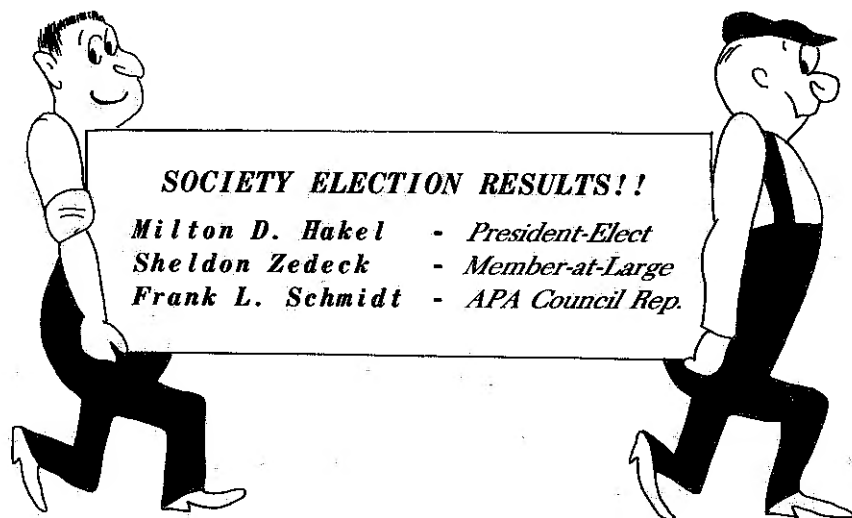
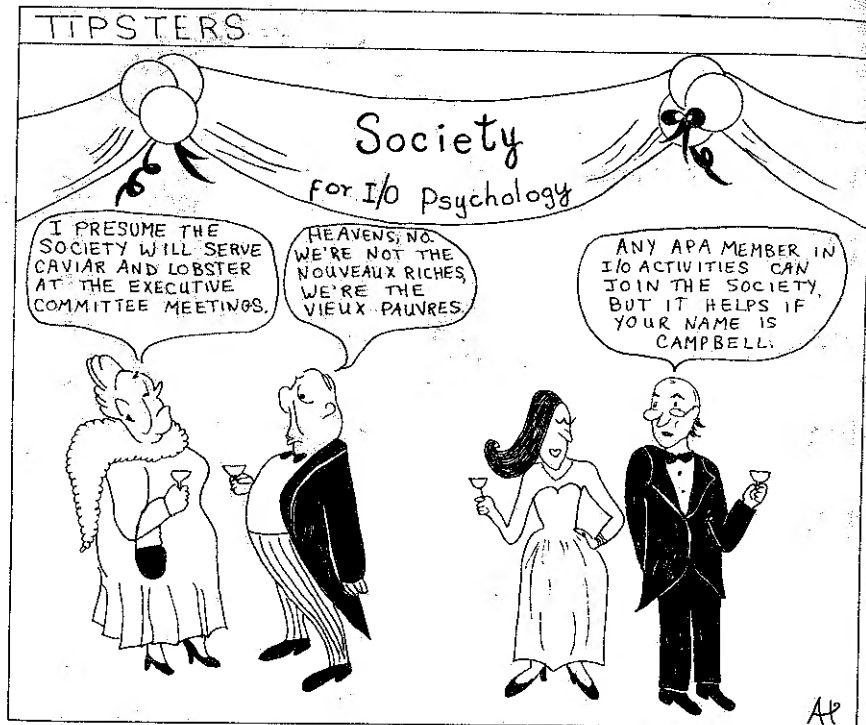
Outside the I is my



signifying the Organizational side of my personality. But if you look intently at the black designs on either side of my I, my figure and ground begin to reverse. Shades of Wolfgang Köhler! In reverse I'm like a computer-generated Rorschach test. Your new name is my outer cloak; begin reading at the lower left side of my body.

I've already been put to work on the TIP cover, the Presidential seal, Society letterhead, and TIP letterhead. You may also want me to grace official Society documents or publications. If so, I'm available. Call the TIP Editor if you need me.

I look forward to an enduring relationship with all the members of the Society for Industrial and Organizational Psychology. Unless, of course, you change your name again!

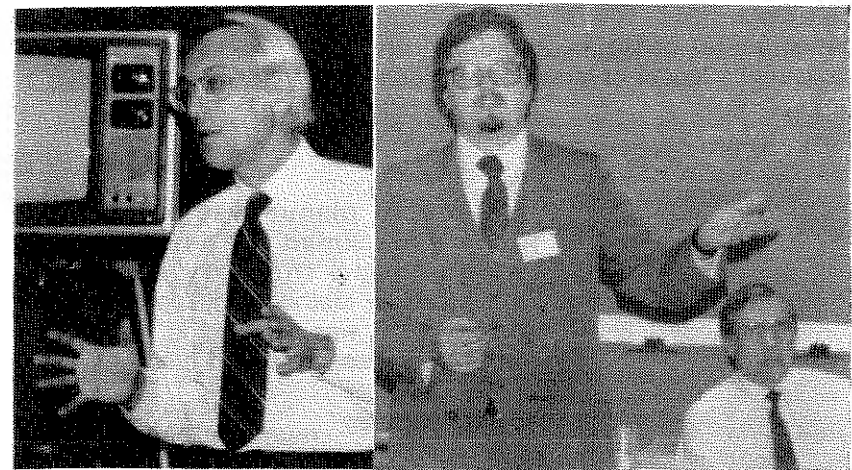


# 1982 CONVENTION

August 22-27, 1982. The annual convention of the American Psychological Association blazed once more in sultry Washington, D.C. For some it was the El Greco exhibit and dinner at Tiberio; for others endless meetings and quick bites at the snack bar. The workshops, symposia, posters, invited addresses, and parties teemed with opportunities -- to renew friendships, to advance science, to exercise vainglory. Here, a few highlights...

## WORKSHOPS

With 205 participants, it was a successful year indeed according to Workshop Chair **Tove Hammer** and Secretary-Treasurer **Stan Silverman**. Said Silverman, the Incoming Chair of the combined Continuing Ed and Workshop Committee, "Now all you people come back to Anaheim!"



(l) Allen Kraut explains you have to grab their attention before attempting opinion survey feedback. (r) Can Norman Peterson's variances be over Marvin Dunnette's head?

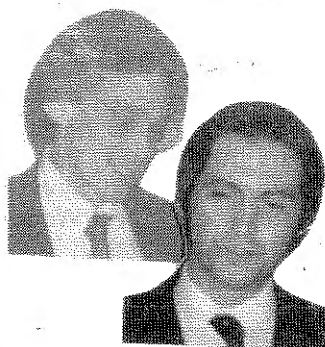


## ADDRESSES AND HONORS



*Ray Katzell*

Special invited addresses were given by **Ray Katzell** on Measuring Employee Motivation, and **John Campbell**, who summed up his years as the editor of the Journal of Applied Psychology. **Bob Guion**, winner of last year's Cattell Research Design award, tried to recruit subjects for his study.



*Ken Pearlman (l),  
Steven Guastello*

**Ken Pearlman**, winner of the 1982 Wallace dissertation award, shared mutually admiring remarks with his mentor, Frank Schmidt. Winners of the new Robert J. Wherry award for best paper presented at the I/O-OB Graduate Student Convention were **Stephen J. Guastello** and **David W. McGee** of the Illinois Institute of Technology for their paper, "Physical Strength and Work Performance: Development of Hiring Standards and a Catastrophe Model of Muscular Fatigue".



*Richard Hackman*

A special plaque was presented to **Richard Hackman** for developing and implementing the very successful Innovations in Methodology conference. In addition \$100 was donated in his name to the Ghiselli research award fund.

Story of the week was told by ever-modest **Carl Frost**, the 1981 Professional Practice Award winner. During testimony, he was threatened by a judge with a contempt of court citation for using "we" (graciously including his graduate students) and not "I" when explaining his good works.

## PRESIDENTIAL SUITE



*Counterclockwise from lower left: Dick Campbell (1982-83) waits to become top banana. Art MacKinney (1981-82) finally gets his reward, and Milt Hakel (1983-84) dreams of the future. Cal Shartle (1949-50) thinks its not like it used to be.*

## NEW FELLOWS

The following persons were elected Fellows of the Society for Industrial and Organizational Psychology, Division 14 of the American Psychological Association, at the business meeting August 24, 1982 in Washington, D.C.

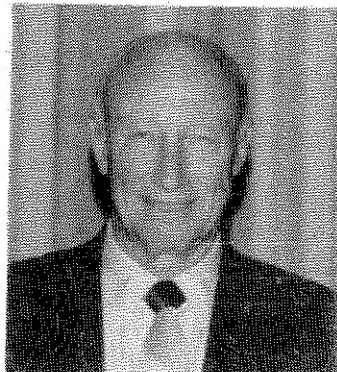
**Walter C. Borman**  
**Jeanne M. Brett**  
**Wayne F. Cascio**  
**Jack Michael Feldman**  
**William H. Mobley**  
**Neal W. Schmitt**  
**Laurence Siegel**  
**Allan Wicker**



*From l. Neal Schmitt,  
Wayne Cascio, Bill Mobley*

## PROFESSIONAL PRACTICE AWARD

## John C. Flanagan



Outstanding professional practice in I/O psychology was acknowledged for the fourth time as John C. Flanagan was declared the winner of the 1982 Professional Practice Award from the Society for Industrial and Organizational Psychology. He was presented with a framed certificate acknowledging the honor and a check for \$500 at the Society business meeting at the recent APA convention in Washington, D.C.

Flanagan was honored both for his individual contributions and his leadership of two large organizations which greatly expanded procedures used in I/O practice. During World War II he headed the Aviation Psychology program, which was a major resource in selection, training, and performance research covering pilots, navigators, bombardiers, radar observers, gunners, etc. Psychologists were organized into three Psychological Research Units, a number of Medical and Psychological Examining Units spread throughout the country, and several overseas task forces. Not only did this work tremendously improve the caliber of Air Corps personnel, but it culminated in a series of 19 detailed research reports published in the late 1940's.

In 1946, Flanagan founded the American Institutes for Research, which he has led for 35 years. This has developed into a large, influential organization, where psychologists under Flanagan's direction have developed and applied many of his ideas in hundreds of industrial, educational, and military settings. One of his major undertakings in AIR has been Project Talent, a monumental longitudinal study of 400,000 high school students begun in 1960. The later career correlates of initial aptitude and educational experiences are still under intensive study.

One of Flanagan's best known technical contributions was the critical incident method, which has become almost standard operating procedure in our field. Whether planning a testing program, developing an assessment center, preparing training or devising an appraisal plan, many practitioners start by applying this method.

The citation read at the business meeting upon presentation of the Professional Practice Award was as follows.

John C. Flanagan's contributions to the application of psychology are indeed impressive. During World War II he headed the far-flung Aviation Psychology

Program concerned with the selection and training of pilots, navigators, bombardiers, and other air crew. After the war, Dr. Flanagan founded the American Institutes for Research, which he has led for 35 years—an organization conducting research and developing programs for hundreds of industrial and educational organizations. Project Talent, a longitudinal study of 400,000 young people starting in their high school years, was initiated by AIR in 1960 under Dr. Flanagan's direction. The critical incident technique used widely by countless psychologists was just one of Dr. Flanagan's methodological contributions.

Dr. Flanagan's many honors include the Legion of Merit and a Distinguished Professional Contribution Award from the American Psychological Association. The Division of Industrial/Organizational Psychology of A.P.A. is pleased to add its Professional Practice Award to this list.

John Flanagan is a well-known figure in APA. He is a Fellow of eight divisions, including our own, and has been President of four of these. His award includes an invitation to make a presentation about his work at next year's convention in Anaheim, California.

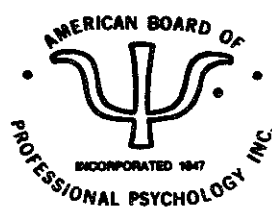
## CATTELL RESEARCH PROPOSAL AWARD

## First Place: Robert Morrison and Thomas Cook

The Scientific Affairs Committee is pleased to announce the winners of the 1982 Cattell Research Proposal Award. First Place went to Robert Morrison and Thomas Cook of the Navy Personnel Research and Development Center for their proposal, "Military Officer Career Development and Decision Making: A Multiple Cohort Longitudinal Analysis of the First Twenty-four Years. The research will provide an empirical contribution to current career theory and develop and evaluate applications from career theory to a large population of military officers. The authors postulate that variations in career development patterns, career intentions, performance, and turnover will be a function of the interaction between individual, organizational, social, and environmental factors over time. They propose a multiple-cohort longitudinal design. Morrison and Cook will present the details of their proposal and perhaps some preliminary results at the 1983 annual APA convention.

## Honorary Mention: Max Bazerman

Honorary mention was given to Max Bazerman, Assistant Professor of Organizational Psychology at Boston University, for his proposal, "Improving Negotiation and Arbitration Effectiveness: A Decision Making Perspective." Already funded by the National Science Foundation, the proposal outlines methods to improve negotiation effectiveness under currently used resolution mechanisms and identifies an alternative form of arbitration that overcomes limitations in existing forms. Bazerman predicts that negotiators who have the ability to see the perspective of their opponent will be more likely to arrive at a resolution and to obtain positive outcomes for their constituency. He describes how perspective taking can be enhanced by selecting negotiators who have this ability, training negotiators to increase this ability, and adopting an arbitration procedure which encourages taking the opponent's perspective.



## NEW DIPLOMATES

The American Board of Professional Psychology (ABPP) awards Diplomas at the annual APA convention to certify that the Diplomates were judged by their peers to have attained an advanced level of competence in their chosen field of psychological practice. Recent Diplomas in I/O Psychology were presented to:

1982	<b>William F. Amberg</b>
1981	<b>Charles Noty</b>
	<b>Roland T. Ramsey</b>
	<b>Stephen Temlock</b>
1980	<b>Lorraine D. Eyde</b>
	<b>Richard R. Reilly</b>

## CAMPBELLISMS

"*p* values are like mosquitoes. They have an evolutionary place somewhere, but no amount of spraying, swatting, or backyard electrocution can get rid of them."

- **John P. Campbell**, reflecting on six years as JAP Editor.

"If you have a symposium about minorities, you certainly want to have a minority as discussant, and if you have a symposium on women, you would want the discussant to be a woman. Now I've been asked to be the discussant for a presentation on tragic flaws!"

- **David P. Campbell**, reacting to "Success, Failure and Tragic Flaws among High-Level Executives."

"Well, if you wanted to come to order, would you come to order?"

- **Richard J. Campbell**, to a recalcitrant Executive Committee at the Incoming meeting.

by the BEAM OTTER SOCIETY

Another APA Convention has come and gone. We can't let the moment pass without reflecting on a few of the puzzling, quixotic, and perennial features of our annual love-fest. Let's start with:

*The most critical event in the weeklong experience...*

Why do you suppose it is that a group of people with purported interest and expertise in work design can't produce a system for purchasing and delivering drinks in which one can invest more time in drinking than in waiting to drink? Is the inevitable queue at the bar some deeply warped attempt to control substance abuse? The \$2.50 beers serve well to curb our personal tendency to over-consume. But, c'mon folks, we *need* those drinks to get through the glad-handing. All that lying and bragging leaves us pretty dry...don't make us wait.

While we're on the topic of the cocktail hour, why do you suppose it is that a group of people with purported interest and expertise in the application of the scientific method and sophisticated measurement techniques have not yet realized (after years of observation) that there is a direct relationship between the number of bodies present at a cocktail hour and the square footage requirements for the room in which that event is held?

And now onto sessions and symposia:

*Why do you suppose it is that...*

...the amount of time dedicated to meaningless and unnecessary introduction of participants is inversely proportional to the length of the session and the importance of what the participants have to say? We'd much rather can the introductions and use the time for a break midway through the session. Or perhaps we're all the subjects in someone's dissertation to be presented next year, titled "The Two Hour Symposium as a Perceptual Vigilance Task."

...there's an inverse relationship between speaking ability and time at the podium?

...sessions featuring the most esoteric and convoluted statistical techniques are scheduled late in the week, immediately after lunch, in a small, dark room with inadequate ventilation?

...so many presenters attempt to use microfiche-sized overhead projector transparencies and then are astounded to find them illegible? *And speaking of presenter astonishment...*

Why are so many presenters absolutely astonished when they get the note or tug on the elbow from the timekeeper? Doesn't anyone rehearse?

For people with purported interest and expertise in training, the modal presentation style at APA is lousy. If the typical presentation reflects the teaching style of the presenter, it's a wonder that *any* undergraduates ever choose a career in psychology. No trainer could ever get away with the kind of presentation typically seen at APA, yet

every year at least one presenter gets in a few cracks about the shoddy work done in training departments. This year was no exception, though the training needs symposium *did* have the classiest graphics we've seen in years.

For those who might like some advice about managing their convention time:

*You know its time to leave a session when...*

...there are 9 or more people on the dais.

...when a single individual is co-author on all the papers in a session (and especially if that person is the chair!) If that individual is also the discussant, you should not only leave the session, but also seek out the nearest Program Committee member for verbal abuse or possible physical assault. [You can always find a Program Committee member; they're the ones who chair Poster Sessions. Just what do Poster Chairpersons *do*, anyway? Oh well, if you have to ask, then you'll never know. Poster sessions are interesting. Have you noticed that no one at a poster session, either Post-er or Post-ee, is ever over 35 years old? Poster Sessions are ghettos for the young.] Back to tips for knowing when to leave:

...when the discussant begins to yawn.

...when the chairperson begins to yawn.

...when the presenter begins to yawn.

...if the listed discussant fails to appear and is replaced by a school chum of the chairperson or non-English speaking custodial personnel from the convention hotel.

*We propose a moratorium on two phases:*

1. "...more research is needed..." Nothing makes us want to knee a presenter in the groin as much as this statement. Until someone says, "We don't need any more damm research on this bloody topic", just let it go.

2. "Gee, I never expected this many people to attend. I've only got 50 copies of the handout." Let's face it, nobody ever brings enough copies of their paper to hand out. They never will. Yet they continue with the presentation assuming everyone's got a copy. Did you ever notice that it looks just like K Mart on December 26th when 250 people mob a presenter who announces "I've got a few copies of the complete paper here if anyone's interested?" Did you ever wonder how many of those papers ever get read?

*And a concluding observation:*

Why do you suppose they hold the convention in the same city 3 out of 5 years and then try to obscure the fact by calling the city "Los Angeles" in '81 and '85 and "Anaheim" in '83?

But we'll be there, no matter where we meet. One good thing about APA and Division 14: You always know what to expect!

[Editor's Note: This article was submitted by a member of the incoming Program Committee.]

## TESTING, TESTING



*Testing issues just won't go away. The most recent front page news is the revision of the joint test standards of APA and two educational organizations, described in the first article. The Society has geared up to confront testing issues head on with a new Ad Hoc Committee, described by Jack Bartlett, while Paul Sparks wonders if selection tests are being treated like harmful drugs.*

### FIRST DRAFT OF TEST STANDARDS SPARKS CONTROVERSY

A preliminary draft of the 1984 Joint Technical Standards for Educational and Psychological Testing of the American Psychological Association, the American Educational Research Association, and the National Council on Measurement in Education was released by the Committee for Test Standards Revision to the "100 advisors" in July (see August, 1982 **TIP**). Some 20 Division 14 members were among the advisory group. The document proved a challenge to review in just a few weeks' time, for the 21 chapters ran 320 pages single-spaced and contained 484 different standards. Since these standards will no doubt take on significant legal and social import, most would agree they should represent the best thinking and written documentation APA's testing experts can muster.

The Committee's plan was to have the advisors respond to the first draft by August 1, have revisions made and voted on in late September, and make the revised draft available for public review in early October. Public hearings were to take place in November, with the final document prepared by the Committee at a February, 1983 meeting.

A number of Society members had seen or heard about the preliminary draft by the time of the APA convention and expressed many concerns about it. As a result, the Outgoing Executive Committee drafted a letter to be sent over President Art MacKinney's signature to Melvin R. Novick, Chairman of the revision committee. The letter reaffirmed the Society's support for its *Principles for the Validation and Use of Personnel Selection Procedures* but indicated Division 14 would make no official response to the proposed Joint Standards until it and the other divisions were invited to do so. The letter read:



Dr. Melvin R. Novick  
Lindquist Ct.  
University of Iowa  
Iowa City, Iowa 52242

Dear Mel:

The members of the Executive Committee of Division 14 have become aware of a number of conflicting statements being circulated about the *Joint Technical Standards* and the review process to which they will be subjected. Of special concern is the fact that some of these conflicting statements involve the position of Division 14 and its leadership. The Executive Committee believes that a clarifying letter would be of assistance to you and your committee.

One source of confusion is the Division's position with regard to the draft of the *Standards*. As you know, the Division has not been asked to review officially these *Standards* and is therefore unable, at this time, to take a position. We have been assured by you and the APA Central Office Staff that all divisions and other appropriate bodies will be given the opportunity for formal review and comment at a later time. You should know however that a number of Division 14 members who have seen the current draft have serious reservations about the present version of the *Standards*. However, consistent with the procedures of the *Standards* Committee, we are asking these persons to send you their concerns as individuals. We also look forward to your formal request and assure you that we will appoint a highly qualified official group of Division 14 members to respond.

Another set of conflicting statements deals with the Division 14 *Principles*. The concern in this instance is two fold. First, it is alleged that some portion of the draft *Standards* are in conflict with the *Principles*. Second, it is alleged that the Division no longer endorses their own *Principles*. As to the latter at its August 24, 1982 meeting, the Executive Committee unanimously reaffirmed the *Principles*. As to the former, we are puzzled as we do not regard the two documents as competitors. Since we have not been asked to formally comment, we have no statements concerning the *Standards*. Obviously we hope the two documents will be compatible and we will look forward to working together toward that goal.

We hope this letter clears up any misunderstandings that may exist on this matter as the task of your Committee is difficult enough without having to deal with conflicting and confusing statements. We look forward to the opportunity for a formal review of the *Standards*.

Very best regards,

Arthur C. MacKinney  
Past-President, Division 14

The MacKinney letter was read at both the Open Forum and the Division 14 Business Meeting the following day. A resolution introduced at the Business Meeting by Val Markos underscored many concerns about the standards. After some discussion, an amended resolution was passed that read:

WHEREAS new Standards for Educational and Psychological tests are being discussed in draft form; and

WHEREAS these standards can be expected to have direct impact on the professional activities of many Division 14 members;  
and

WHEREAS although most members of Division 14 have not had an opportunity to study this document, a summary of key provisions of this draft was distributed at the beginning of this meeting,

THEREFORE BE IT RESOLVED THAT

- 1) the letter adopted by the Executive Committee be forwarded to the APA test committee and
- 2) until a new document is developed which is responsive to the concerns of the membership, the Division 14 Principles should be considered the most accurate statement of the professional standards under which we operate.

Following these events, at the APA Council of Representatives, Milt Hakel, representing Division 14, introduced a resolution on the Joint Technical Standards for Educational and Psychological Testing directed toward ensuring adequate time for all parties to respond to the standards draft. Cosponsors of the resolution were Stanley Moldawsky (Board of Directors), Frank Farley (Educational Psychology), Stanley Graham (Psychotherapy), Anne Anastasi (General Psychology), Elizabeth Loftus (Experimental Psychology), Lee Sechrest (Measurement and Evaluation), Lucia Gilbert (Psychology of Women), John H. Jackson (School Psychology), Samuel H. Osipow (Counseling Psychology), and Seymour Feshback (Society for the Psychological Study of Social Issues). The resolution read:

WHEREAS the current draft of the JTS contains 484 standards affecting every aspect of professional practice, and

WHEREAS the advisors to the JTS Committee were initially given only three weeks for review and comment, and

WHEREAS many Boards and Committees will not meet again in 1982 and many Divisions will not meet until next winter or spring,

THEREFORE BE IT RESOLVED THAT the review of the draft of the JTS by Divisions, Boards and Committees be scheduled so that all review groups have sufficient time for adequate deliberation and comment.

The resolution was passed by the APA Council of Representatives.

Presumably as a result of the Council resolution, the original schedule for revisions and approvals of the Standards has been extended considerably. Present tentative plans are to have a draft ready for official review by APA divisions and other bodies by February, 1983. The committee will reconvene in the summer to consider comments from the APA governance structure and make further revisions before the 1983 convention. Public hearings will be held after the convention, and in late 1983 a draft will be prepared for submission to the three sponsoring organizations. This draft should be presented to the APA Council for approval in 1984, at either their January or August meeting.

It is hoped that the review process will alleviate many of the problems evidenced in the preliminary draft. It is clear that Society members are deeply interested in and affected by these standards and hope to work with the revision committee toward a satisfying document.

Since this as well as other testing issues will no doubt require much attention during the next year, an ad hoc Committee on Testing has been formed to monitor events and recommend possible action to the Executive Committee. Jack Bartlett was appointed Chair of the committee, which was given the following charge by Dick Campbell:

The ad hoc Committee on Testing is responsible for analysis, recommendations, and the development of position papers and documents on testing issues of concern to Division 14 and its Executive Committee. The Testing Committee's objective is to ensure the Division responds in a timely fashion to all opportunities to improve test research and practice. It reports to the Executive Committee, which is responsible for approval of Division position statements and their dissemination.

Specific activities to be addressed by the committee are discussed in the next article by Jack Bartlett.

## ISSUES FOR THE AD HOC COMMITTEE ON TESTING

C. J. BARTLETT

The Ad Hoc Committee on Testing was formed to keep abreast of the issues regarding testing that keep popping up and which may have a crucial effect on I/O psychology. Members of the committee include, in addition to Jack Bartlett as chair, Dick Barrett, Pat Dyer, Bob Guion, Bill Owens, Neal Schmitt and Mary Tenopir. The committee was selected to reflect a wide range of opinions on testing issues which affect us, but to reflect every opinion is impossible. Therefore, it is hoped that Division 14 members will feel free to contact any or all committee members with their comments about the specific issues.

The overriding testing issues at the moment center around the revision of the *Joint Technical Standards*. Of the "100 advisors" to the revision committee, 20 of them are members of Division 14. In addition many others will also be reviewing drafts of the *Technical Standards*. The Testing Committee would appreciate having as much input as possible from these persons. We plan to contact the other divisions concerned with testing to exchange comments and provide a united front on issues on which there is common concern. The *Joint Technical Standards* represent the entire profession, not just I/O. Therefore, we can have a greater impact by coordinating with others. Contact with non-I/O psychologists and the solicitation of their comments is also a goal of the committee.

Other testing issues to be monitored by the committee include possible revisions of the *Uniform Guidelines*; GAO has made such a

recommendation. APA is continuing a follow up of the Conference on Testing, Assessment and Public Policy. Another issue to watch is a proposal to continue the Test Standards Committee (TS Committee?), after the *Technical Standards* revision is complete, to make sure the *Standards* are implemented. Truth in testing legislation is still with us at both the state and national level.

The final issue involves testing for professional competence. The Examination for Professional Practice in Psychology (EPPP) has been declared valid according to an article in the June *Monitor*, even though two thirds of the items apply to specialty practice of health care providers. A job analysis of the professional psychologist is being conducted by ETS, which should have an important impact on this examination. In addition, the American Board of Professional Psychology (ABPP) is working on the development of new procedures for the diplomate examination.

Other testing issues will continue to appear and the Testing Committee will do its best to address them. We can stay on top of things best with input from the membership. Please send comments and information about testing issues to: Jack Bartlett, Department of Psychology, University of Maryland, College Park, Maryland 20742.

## SHOULD EMPLOYMENT TESTS BE LABELED A CONTROLLED SUBSTANCE?

C. PAUL SPARKS

The Ninetieth Annual Convention of the American Psychological Association is now history. Professional papers have been shared. Outgoing committees have summarized their accomplishments and have passed on challenges to incoming committee members. Old friendships have been renewed and new ones have been made. However, for many TIP readers who attended the Convention it will be remembered as one at which many hours were spent discussing the pros and cons of curbing the addiction of employers (and their psychologists) to the use of standardized, objective, norm-referenced tests in selection and classification. I use the analogy to drug abuse because those who would control the use of such tests point with alarm to countless examples of individuals who have been harmed by the use (or misuse) of tests. Sometimes entire subsets of the population are identified as actual or potential victims, subsets identifiable by reason of their membership in a particular sex, race, ethnic, national origin, linguistic, age, or handicap group.

The specific stimulus operating at the Convention was a draft of proposed *Joint Technical Standards for Educational and Psychological Testing* prepared by a Committee of the American Educational Research Association, the American Psychological Association, and the National Council on Measurement in Education.

This document had been sent on a "confidential" basis to approximately 100 Advisors to the Committee. By the end of the Convention large portions of it were at least quasi-public; some exact quotes were taken out of context and many paraphrases of dubious quality were bandied about. If the authors intended to stimulate interest, they certainly succeeded beyond their wildest expectations.

This is neither the time nor the place to discuss the merits (or demerits) of the document. Multiple opportunities will be forthcoming. This is the time and place to put the importance of the *Standards* into perspective for those who construct tests, publish tests, or use tests. The current *Standards* (1974) are cited as an example of professional guidance in the *Uniform Guidelines on Employee Selection Procedures* (1978). Prior *Standards* (1966) were cited in previous guidelines and orders. Though these were only cited as examples, Federal courts have uniformly made them a part of the regulations with the phrase, "incorporated by reference," thereby making the *Standards* mandatory. There is no good reason to suppose that anything less would happen to new *Standards*.

Some anti-testers have proposed that each test should carry in bold print the notation, "This test may be hazardous to your mental and emotional health." Regardless of your particular persuasion, you should make every effort to learn what is being proposed and go on record in opposition to (or support of) these propositions. Do not let silence imply consent. The alternative may well be a document which you would wish to label, "These *Standards* may be hazardous to your professional career." Caveat emptor!

10

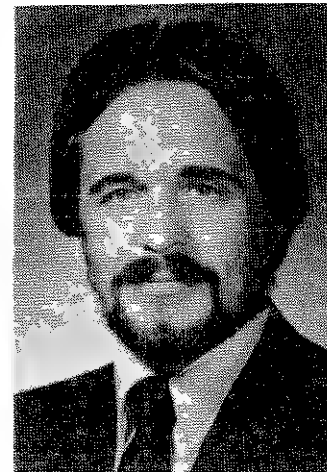
You may not be Bo Derek or her male counterpart, but you can be a "10" to the Society by giving all 10 of your votes to Division 14 when the APA Council Apportionment Ballot reaches you in November.

APA Council will be considering many issues relevant to Society members, including the revision of the Joint Technical Standards on Educational and Psychological Tests. We have five effective voices. Division 14 needs to retain five Council members and five votes. Don't put your apportionment ballot in the "in-basket" or the "round basket"; use it to support Division 14 and ask your friends to do the same.

**BE A 10. CAST 10 FOR DIVISION 14.**



## PROFILE: Milton D. Hakel



Your new President-Elect, Milton D. Hakel, began studying psychology in the late 1950's at the University of Minnesota. After receiving his Bachelor's degree in psychology and philosophy in 1963, he continued there for his Ph.D., which was granted in 1966. A student of Marvin Dunnette, he and his advisor won Division 14's Cattell Award for a research proposal a year before his graduation! Milt's doctoral dissertation was entitled, "Perceiver differences in interpersonal perceptions: An analysis of inter-rater agreement on scaled-expectation rating scales in an employment interview setting."

After graduation he lingered at Minnesota for two more years as an Assistant Professor and Research Associate, but then was lured to The Ohio State University, where he has been located for the past 14 years. During this time he moved up the ranks from Assistant Professor to Professor, while also serving as Director of the Industrial/Organizational Psychology program for ten years and Director of the Organizational Research Service for three. The university has snared him for 13 different committees, so far, most with multi-year assignments.

Other organizations have also put Milt to work. He has been a member of three different Division 14 committees and served as its representative to APA Council for four years as well as its representative to an Inter-Association Council on Test Reviewing in the early 1970's. Within APA he has worked with both the Scientist/Practitioner Coalition and the Research Academic Coalition and now chairs the Agenda Committee for Forum A. He was recently elected a member of the Board of Professional Affairs. Committee assignments have also come from the Personnel and Human Resources Division of the Academy of Management, and he is a member of at least 11 other professional organizations.

Milt's incredible vita runs to 17 pages, which does *not* include titles and citations for more than 40 convention addresses, colloquia and symposia! One of his magic numbers seems to be 27; to date he cites 27 articles, 27 technical reports and papers, and 27 master's theses directed. The number of doctoral dissertations directed just hit

## AN INTERVIEW WITH RICH KLIMOSKI

40. He also finds time to serve as Editorial Board member or consultant to journals, and he has been the Editor of *Personnel Psychology* since 1973.

Milt's own research interests have centered on two main areas. The first falls under the general rubric of interpersonal perception, as he seeks to discover how people make judgments and decisions about others in activities ranging from interviewing in assessment centers to promotion practices and even job analysis. A second interest is behavior modeling as it relates to training and development and general adult development. He believes that social learning theory has much to offer I/O psychologists as a way of accounting for individuals' orientation, development and progress within organizations.

In 1977 Milt began a consulting firm called Organizational Research & Development, Inc., of which he is the President. The most ambitious project for the firm (and Milt's graduate students) began in 1980, when he launched a multi-year project of redesigning personnel systems for a large insurance company. He conceptualized an integrated personnel system related to task content, and has so far been involved in job analysis, development of an assessment center, performance appraisal, employee development and coaching plans, and identification of potential for promotion and upgrading. In the coming years he plans to work on career paths and staffing issues. Milt's wife, Lee, is now Vice President of Marketing and Administration for the consulting firm and "holds it together".

In spite of father's professional activities, the Hakel family has always been big on travel, often spending all three summer months in transit (at least before the consulting activities began to claim so much time). Son Lane just finished a cross-country bicycle ride from Oregon to Massachusetts before beginning his sophomore year at Ohio State; daughter Jennifer is a junior in high school. A highlight of their travels was four months in Italy (followed by 2 1/2 months of European travel) in 1978, when Milt was the recipient of a Fulbright-Hays Research Grant as senior scholar for the study of the influences of political ideologies on organizational staffing. When he has any leisure time, he enjoys classical music and photography (for all those travel pictures).

It is said that the best way to get something done is to assign it to a busy person. If that adage is true, the Society for Industrial and Organizational Psychology should have a frantic time next year keeping up with its President, Milt Hakel.

*For the past two years, the Education and Training Committee has been preparing new Guidelines for Education and Training at the Doctoral Level in Industrial/Organizational Psychology, which were approved by the Executive Committee at the Incoming Meeting. TIP recently interviewed the Chair of the Committee, Richard Klimoski, about the guidelines.*

**When did the work begin on updating the Education and Training Guidelines?**

I got the assignment two years ago, but some preliminary work had been done by the previous committee, which recommended a focused effort. When Vic Vroom appointed me Chair, the guidelines revision was presented as a major task for the E&T Committee.

**Who worked on the guidelines with you?**

There were two sets of committee members that participated in each of the two years. During the first year they were Ralph Alexander, Al Glickman, Larry Peters, Joe Schneider, Jack Siegel, Gene Stone, and Jan Wijting. In the second year, Larry Peters, Joe Schneider and Gene Stone continued and were joined by Dan Ilgen, Chuck Hulin, and a student, David Neumann.

**What is the primary way in which these new E&T Guidelines are different from the old ones?**

They make a more unified statement as to what domains we should be concerned about. The old guidelines allowed multiple models of curriculum design and essentially described the various approaches that had been used to train I/O psychologists. The new guidelines take a stand that the particular techniques for training are not as important as being able to say the person has learned a certain set of skills or competencies. This more unified statement of desired training emphasizes the ends rather than the means; the '73-'74 guidelines tended to speak in terms of courses or credit hours in an area, emphasizing the means rather than the ends. Also, the new guidelines are more empirically based. In addition to the judgment of the committee members we relied on recent job analyses and a continuing education survey carried out by Erich Prien.

**How were the empirical data used? Were competencies selected from the I/O psychologist's job analysis information?**

Yes, we tried to identify the knowledges, skills, and abilities that a person would need in order to function in the various settings doing the various tasks that were identified through the job analysis. The Prien analysis helped us in another way. It made a distinction between training in graduate school versus post-graduate training and had ratings of the setting or timing in which the training is expected or needed. We were particularly interested in the areas thought to be



educable in the graduate program as opposed to emphasizing on-the-job experience.

*The new guidelines take a stand that the particular techniques for training are not as important as being able to say the person has learned a certain set of skills or competencies.*



**Did you make any attempt to organize the twenty-one competencies into any kind of a hierarchy or grouping?**

Yes, we tried a couple of such groupings. We stopped this, however, when we discovered that there were a variety of groupings and that we weren't quite sure why we were doing it. We're not trying to build a taxonomy of content domains, and we're afraid that by grouping them we would give the impression that there are streams you can attach yourself to in terms of curriculum development. So we did not put into place any of the possible groupings we had thought about. We wanted to convey a unified perspective whenever possible, and we thought the grouping approach would lead to fractionization.

**Do you recommend that all the competencies be mastered through formal course work?**

I think it's impossible to do that. Frankly a lot of learning goes on outside of the classroom and we recognize that. Programs will have formal course work when they feel that it's the most efficient way of training and developing certain skills or competencies given the current faculty. To the extent that it's an area they do not feel that strongly about or that they cannot staff, they would probably rely on individual studies, supervised experience, or something else of that nature.

**Could you give an example of a competency that might be best learned in the classroom and one that might best be learned some other way?**

We do allude to that in one of the figures within the document. Organizational theory probably can be best learned in a classroom setting dealing with what causes organizations to change, to grow, to decline to be successful, etc. -- a fairly academic orientation. On the other hand, we know that the ability to put together a training program is based on both theory and practice, and this would probably require a mixture of textbook training and hands-on experience, either in laboratory type courses or field experiences and projects.

**Is there anything else you think our readers should know about the guidelines?**

The guidelines should be viewed as an attempt to specify the various knowledges and skills that we think are important for the I/O

psychologist. The guidelines are not intended to take away from the professional judgment of a faculty that would like to emphasize one theme or domain over another. They reflect a general perspective and a scientist-practitioner perspective. To the extent that the faculty do not agree with that perspective, we will probably see them unhappy with the guidelines.

*[Copies of the new E&T guidelines can be obtained from the Secretary-Treasurer; address on back cover.]*

## **PRINCIPLES FOR THE VALIDATION AND USE OF PERSONNEL SELECTION PROCEDURES**

### **SECOND EDITION**

Division 14's Executive Committee has adopted the *Principles for the Validation and Use of Personnel Selection Procedures (second edition)* as the official statement of the Division concerning procedures for validation research and personnel selection. Bill Owens and Mary Tenopyr were co-chairs responsible for this edition; an advisory panel of 24 experts participated in the revising and updating of the 1975 Principles. The purpose of this new edition is to specify principles of good practice in the choice, development, and evaluation of personnel selection procedures.

Copies can be obtained from **Virginia R. Boehm, Assessment and Development Associates, 12900 Lake Avenue - Suite 824, Lakewood, OH 44107**. The price schedule is: \$4.00 each for 1-9 copies, \$2.50 each for 10-49 copies, and \$2.00 each for 50 copies and up.

# TIP

invites you to submit articles and news items of interest to our readers. Send submissions to the Editor, or present your ideas to any Editorial Board member.

THE DEADLINE FOR THE FEBRUARY ISSUE OF TIP is  
**DECEMBER 15, 1982**

## PAUL SPARKS HONORED BY FORMER INTERNS



On October 1 Paul Sparks retired from Exxon Company, U.S.A. after almost 19 years as Coordinator of Personnel Research and 16 previous years as a consultant with Jersey Standard/Esso/Humble as his major client. In anticipation of the event, a number of Paul's former graduate student interns got together at the APA Convention to host him at dinner and present him with a plaque and pocket computer.

Paul claimed on his office door in Exxon is a sign reading, "Like the hypochondriac who had chiseled on his tombstone, 'See! I told you I was sick.' 'See! I told you I was going to retire.'" He notes he can now be reached as the Proprietor of Serendipity Unlimited at 7715 Dashwood Drive, Houston, Texas 77036.

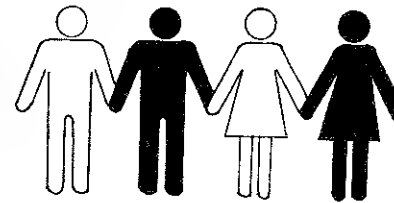
### PAUL SPARKS: AN EXAMPLE TO FOLLOW

by Richard J. Ritchie

I/O psychologists have long been aware of the professional contributions made by Paul Sparks to the field. However, Paul has contributed to the growth of I/O psychology in another way which is not widely known. For many years Paul has supported the development of I/O graduate students. Since 1965 Exxon and the University of Houston have had a formal traineeship program. Eighteen University of Houston students have had the opportunity to work for Paul as trainees. The people with whom he shared his knowledge and skills have gone on to careers in both academic and business settings.

In addition to the traineeship, Paul has supported more doctoral dissertations than most university faculty members. Many of these dissertations were done by Houston students, but students from many of the other top I/O programs found Paul to be an enthusiastic supporter of their research.

I'm sure all the students who worked for Paul or had their research supported by him share my feeling of appreciation. Paul has set an example for generosity and willingness to help others that we should all follow. Our profession will be better for doing so.



## EEO Issues

James C. Sharf

**Supreme Court Teal decision: Good "bottom line" does not preclude a prima facie case nor does it provide a defense to a prima facie case.**

The State of Connecticut's multiple hurdle selection procedure for Welfare Eligibility Supervisors required as a first step a written test which was passed by 54% of the black and 80% of the white candidates. Each plaintiff failed the written test. The overall result of the selection procedure was that 22% of the black and 13.5% of the white candidates were promoted. The lower courts had split as to whether there had been a *prima facie* showing, with the district court holding that no *prima facie* case had been established, hence the question of the exam's validity was not an issue.

The majority opinion was written by the most liberal members of the bench, including Justices Brennan, White, Marshall, Stevens and Blackmun. What is ironic is that their literal reading of Title VII protecting the rights of the individual may well have the effect of chilling affirmative action, since there no longer is the promise that if the "bottom line" looks good, the validity issue will never be reached. The unattended consequence of this holding appears to place validity evidence in an even more central role for a "business necessity" defense, since the majority opinion removes the incentive to play the "numbers game".

A plausible explanation of this anomalous coalition offered by one of the legal architects of the "bottom line" is that the Supreme Court "liberals" reacted to the EEOC's silence in failing to defend the "bottom line". First, the Department of Justice *amicus* brief (see TIP, 1982, 19 (2), 19-21) supporting the "bottom-line" was likely identified with the appointed head of the Civil Rights Division, Brad Reynolds, whose conservative views are well covered in the press. Second, the EEOC had no legal authority to concede the rights of the individual to the benefit of the class, as will be evident in the majority opinion below. The EEOC's "bottom line" caveat was one of "administrative prosecutorial discretion," i.e., by targeting from among their backlog those employers whose EEO-1 reports revealed the worst "bottom-line." The EEOC thought it was better served sitting this one out. Their absence was duly noted in the DOJ *amicus* brief, hence a probable second reason the "liberals" were suspicious of the "bottom-line".

This decision is a linear descendant of *Griggs*. The central fair employment question post *Teal* will not be whether the "numbers"

look good but whether there is a demonstrable business necessity for any component of a selection procedure having adverse impact. The following excerpts are from the majority opinion decided June 21, 1982:

"Respondent black employees of a Connecticut state agency were promoted provisionally to supervisors. To attain permanent status as supervisors, they had to participate in a selection process that required, as a first step, a passing score on a written examination. Subsequently, an examination was given to 48 black and 259 white candidates. Fifty four percent of the black candidates passed, this being approximately 68 percent of the passing rate for the white candidates. Respondent black employees failed the examination and were thus excluded from further consideration for permanent supervisory positions. They then brought an action in Federal District Court against petitioners (the State of Connecticut and certain state agencies and officials), alleging that petitioners had violated Title VII of the Civil Rights Act of 1964 by requiring, as an absolute condition for consideration for promotion, that applicants pass a written test that disproportionately excluded blacks and was not job related. In the meantime, before trial, petitioners made promotions from the eligibility list, the overall result being that 22.9 percent of the black candidates were promoted but only 13.5 percent of the white candidates. Petitioners urged that this "bottom line" result, more favorable to blacks than to whites, was a complete defense to the suit. The District Court agreed and entered judgment for petitioners, holding that the "bottom line" percentages precluded the finding of a Title VII violation and that petitioners were not required to demonstrate that the promotional examination was job related. The Court of Appeals reversed, holding that the District Court erred in ruling that the examination results alone were insufficient to support a prima facie case of disparate impact in violation of Title VII.

Held: *Petitioners' nondiscriminatory "bottom line" does not preclude respondents from establishing a prima facie case nor does it provide petitioners with a defense to such a case.* (emphasis added).

(a) Despite petitioners' nondiscriminatory "bottom line," respondents' claim of disparate impact from the examination, a pass-fail barrier to employment opportunity, states a prima facie case of employment discrimination under 703(a)(2) of Title VII, which makes it an unlawful employment practice for an employer to "limit, segregate, or classify his employees" in any way which would deprive "any individual of employment opportunities" because of race, color, religion, sex, or national origin. To measure disparate impact only at the "bottom line" ignores the fact that Title VII guarantees these individual black respondents the *opportunity* to compete equally with white workers on the basis of job-related criteria. Respondents' rights under 703(a)(2) have been violated unless petitioners can demonstrate that the examination in question was not an artificial, arbitrary, or unnecessary barrier but measured skills related to effective performance as a supervisor.

(b) No special haven for discriminatory tests is offered by 703(h) of Title VII, which provides that it shall not be an unlawful employment practice for an employer to act upon results of an ability test if such test is "not designed, intended, or used to discriminate" because of race, color, religion, sex, or national origin. A non-job-related test that has a disparate impact and is used to "limit" or "classify" employees is "used to discriminate" within the meaning of Title VII, whether or not it was "designed or intended" to have this effect and despite an employer's efforts to compensate for its discriminatory effect.

(c) The principal focus of 703(a)(2) is the protection of the individual employee, rather than the protection of the minority group as a whole. To suggest that the "bottom line" may be a defense to a claim of discrimination against an individual employee confuses unlawful discrimination with discriminatory intent. Resolution of the factual question of intent is not what is at issue in this case, but rather petitioners seek to justify discrimination against the black respondents on the basis of petitioners' favorable treatment of other members of these respondents' racial group. Congress

never intended to give an employer license to discriminate against some employees on the basis of race or sex merely because he favorably treats other members of the employees' group."

#### Decision

"The statute speaks, not in terms of jobs and promotions, but in terms of *limitations* and *classifications* that would deprive any individual of employment *opportunities*. A disparate impact claim reflects the language of 703(a)(2) and Congress' basic objectives in enacting that statute: "to achieve equality of employment *opportunities* and remove barriers that have operated in the past to favor an identifiable group of white employees over other employees." When an employer uses a non-job-related barrier in order to deny a minority or woman applicant employment or promotion, and that barrier has a significant adverse effect on minorities or women, then the applicant has been deprived of an employment *opportunity* "because of...race, color, religion, sex, or national origin." In other words, 703(a)(2) prohibits discriminatory "artificial, arbitrary, and unnecessary barriers to employment" that "limit...or classify...applicants for employment...in any way which would deprive or tend to deprive any individual of employment *opportunities* ." (emphasis added).

"The decisions of this Court following *Griggs* also support respondents' claim. In considering claims of disparate impact under 703 (a)(2) this Court has consistently focused on employment and promotion requirements that create a discriminatory bar to opportunities. This Court has never read 703(a)(2) as requiring the focus to be placed instead on the overall number of minority or female applicants actually hired or promoted."

Similarly, in *Albemarle Paper Co. v. Moody*, the action was remanded to allow the employer to attempt to show that the tests that he had given to his employees for promotion were job related. We did not suggest that by promoting a sufficient number of the black employees who passed the examination, the employer could avoid this burden. See also *New York Transit Authority v. Beazer* ("A prima facie violation of the Act may be established by statistical evidence showing that an employment practice has the effect of denying members of one race equal access to employment opportunities.") (emphasis added).

"In short, the District Court's dismissal of respondents' claim cannot be supported on the basis that respondents failed to establish a prima facie case of employment discrimination under the terms of 703(a)(2). The suggestion that disparate impact should be measured only at the bottom line ignores the fact that Title VII guarantees these individual respondents the *opportunity* to compete equally with white workers on the basis of job-related criteria. Title VII strives to achieve equality of opportunity by rooting out "artificial, arbitrary and unnecessary" employer-created barriers to professional development that have a discriminatory impact upon individuals. Therefore, respondents' rights under 703(a)(2) have been violated, unless petitioners can demonstrate that the examination given was not an artificial, arbitrary, or unnecessary barrier, because it measured skills related to effective performance in the role of Welfare Eligibility Supervisor."

"A non-job-related test that has a disparate racial impact, and is used to "limit" or "classify" employees, is "used to discriminate" within the meaning of Title VII, whether or not it was "designed or intended" to have this effect and despite an employer's efforts to compensate for its discriminatory effect. See *Griggs*."

"Section 703(a)(2) prohibits practices that would deprive or tend to deprive "any individual of employment opportunities." The principal focus of the statute is the protection of the individual employee, rather than the protection of the minority group as a whole. Indeed, the entire statute and its legislative history are replete with references to protection for the individual employee."

Petitioners seek simply to justify discrimination against respondents, on the basis of their favorable treatment of other members of respondents' racial group. Under Title VII, "A racially balanced work force cannot immunize an employer from liability for specific acts of discrimination." *Furnco Construction Corp. v. Waters*.

"It is clear beyond cavil that the obligation imposed by Title VII is to provide an equal opportunity for each applicant regardless of race, without regard to whether members of the applicant's race are already proportionately represented in the work force. See *Griggs v. Duke Power Co.*, *McDonald v. Santa Fe Trail Transportation Co.* (emphasis in original).

It is clear that Congress never intended to give an employer license to discriminate against some employees on the basis of race or sex merely because he favorably treats other members of the employees' group."

For a more comprehensive coverage of legal opinions about *Teal*, see the *Daily Labor Report* (#167), August 27, 1982, pp. A3-A5.

#### SUPPORT SOUGHT FOR

### Edwin E. Ghiselli Award

The **Edwin E. Ghiselli Award** will replace the James McKeen Cattell Award as the designation for the best proposal for research in I/O Psychology. Named after one of the chief proponents of a broad approach to research in I/O Psychology, the Ghiselli Award will become a symbol of excellence for those who earn it.

The Ghiselli Award needs to be funded by I/O Psychologists and their organizations. Each I/O Psychologist should feel the necessity to contribute at least \$10.00 for the establishment of the Ghiselli Fund and organizations which employ I/O types need to be asked for contributions. The Ghiselli Award is as important as anything else we support because it looks to the future; the award is for proposals, not accomplishment.

Send contributions to the Secretary-Treasurer, **Virginia R. Boehm, Assessment and Development Associates, 12900 Lake Avenue - Suite 824, Lakewood, Ohio 44107**, today. All contributions should be made out to "Ghiselli Fund." All contributions are tax deductible. Let's make this happen by showing our commitment to research.

## Society Business

As administrations changed, the *Society for Industrial and Organizational Psychology* welcomed new members (a horde of them!), balanced its financial picture, appointed committees for the next year, and planned for the future.

### NEW MEMBER ROLLS BREAK RECORD

RON JOHNSON

At the annual business meeting of Division 14, 257 individuals were approved as new members in the Society (209 members and 48 associate members). The new member totals are nearly 20% higher than our previous record year! In addition, during the past year, 47 students affiliated with the division.

A major recruiting campaign during the spring of 1982 made a significant contribution to the successful year, accounting for 91 new members. The recruiting effort was prompted by Ann Howard, who, upon completion of the computer survey of APA Directory data she executed as Chair of the Professional Affairs Committee, suggested that the Membership Committee contact all APA members claiming I/O as their major field, but who were *not* members of Division 14. Ann worked with APA to provide the Membership Committee with a set of 1249 mailing labels. (Thanks Ann!) A recruiting letter and membership materials were sent to each person for whom a mailing label was provided.

Special thanks should be given to **John Clizbe, Jack Drexler, Gene Hoffman, Vance Mitchell, Adela Oliver, and Tom Standing**, who served on the 1981-82 committee. Each applicant's credentials were reviewed by four committee members. Therefore, during the year every committee member reviewed approximately 130 applications. (They all looked forward to receiving mail from me!)



## NEW SOCIETY MEMBERS, ASSOCIATES, AND STUDENTS - 1982

The following were accepted into the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association, at the business meeting in Washington, D.C. on August 24. **TIP** welcomes you and looks forward to hearing from and about you.

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## APA DIVISION 14 FINANCIAL STATEMENT (As of June 30, 1982)

Division Account	Current Year 1981-82	Balance as of June 80	1980-81	1979-80	1978-79	1977-78
<b>Income over the year</b>						
Dues and Assessments	\$28,153		\$24,548	\$18,593	\$18,295	\$17,759
Advertising & Subscriptions - TIP	2,813		2,020	3,119	1,702	717
Principles	4,649		11,375	147	472	283
Other Publications	.		2	212	282	80
Workshop Donation	.		.	2,000	2,000	2,000*
Refunds	.		.	43	.	39
<b>Total Income*</b>	<b>\$35,615</b>		<b>\$37,945</b>	<b>\$24,114</b>	<b>\$22,751</b>	<b>\$18,878</b>
<b>Expenditures over the year</b>						
Printing & Mailing	\$ 2,009		\$ 1,243	\$ 2,131	\$ 2,442	\$ 2,206
TIP	11,344		11,752	9,899	5,091	5,878
Committee Expenditures	15,820		14,334	12,493	12,914	9,802
Activities \$ 3,351	.		7	252	.	41
Travel \$ 12,469	.		.	247	400	141
Awards to Past Presidents	.		500	234	500	78
Dissertation Award	.		250	100	100	100
Professional Practice Award	950		3,181	295	.	.
AAP Dues	400		500	40	.	40
Principles	80		.	150	175	.
Contributions	.		60	83	.	.
Insurance	.		.	.	.	.
Legal Services	.		.	.	.	.
Continuing Education Sponsorship Fee	.		.	.	.	.
Congressional Testimony Expenditures	.		.	.	.	.
Convention Expenses	293		.	.	.	.
<b>Total Expenditures*</b>	<b>\$30,896</b>		<b>\$31,817</b>	<b>\$25,924</b>	<b>\$21,702</b>	<b>\$17,886</b>

\* Accounted separately in 1977-78.

## 1982-83 Committee Members

### Society For Industrial and Organizational Psychology Division 14 of the American Psychological Association

#### Fellowship

Paul M. Thayer, *Chair*  
Jeanne M. Brett  
Douglas T. Hall  
Patricia Cain Smith  
Paul C. Sparks

#### Membership

Ronald D. Johnson, *Chair*  
John A. Drexler, Jr.  
Richard Anthony Guzzo  
R. Gene Hoffman  
Vance Mitchell  
Thomas E. Standing  
Mary D. Zalesny

#### Professional Affairs

Rodney L. Lowman, *Chair*  
Edwin T. Cornelius, III  
Lorraine D. Eyde  
Jarold R. Niven  
Marilyn K. Quaintance  
Richard R. Reilly  
William I. Sauser, Jr.  
Benjamin Shimberg

#### External Affairs

H. John Bernardin, *Chair*  
Bernard M. Bass  
Glenn A. Bassett  
Michael J. Kavanaugh  
Karen S. Lyness  
James L. Outtz  
Naomi Rotter  
Francis C. Walker  
William Wooten  
R. Stephen Wunder

#### Scientific Affairs

Raymond A. Katzell, *Chair*  
Robert F. Boldt  
Walter Borman  
Donald H. Brush  
Angelo S. DeNisi  
Robert L. Dipboye  
Cynthia Fisher  
Frank J. Landy  
James Ledvinka  
Robert Pritchard  
Karlene H. Roberts

#### Education & Training

Charles L. Hulin, *Chair*  
Daniel R. Ilgen  
Edward L. Levine  
David Neumann  
Jone L. Pearce  
Erich P. Prien  
Eugene F. Stone

#### Program

Allen I. Kraut, *Chair*  
George Graen  
Madeline E. Heilman  
Susan Jackson  
Morgan McCall  
Paul R. Sackett  
Neal W. Schmitt  
Richard M. Steers  
Howard M. Weiss

#### Long Range Planning

Milton D. Hakel, *Chair*  
C. J. Bartlett  
Irwin L. Goldstein  
Sheldon Zedeck

#### Committee Ed & Workshop

Stanley B. Silverman, *Chair*  
Virginia M. Buxton  
Larry L. Cummings  
Gary Latham  
William Henry Macey  
Donald A. Mankin  
Brian S. O'Leary  
Richard J. Ritchie  
Patricia Sanders  
R. Ronald Schepps  
Benjamin Schneider  
Janet James Turnage

#### TIP

Ann Howard, *Chair*  
Edward F. Adams  
David P. Campbell  
Randall B. Dunham  
Martin M. Greller  
John R. Hinrichs  
Richard J. Klimoski  
James C. Sharf  
Lynn S. Summers

#### Committee on Committees

Joseph L. Moses, *Chair*  
Milton Blood  
Tove Hammer  
Kitty Katzell  
James C. Sharf  
James R. Terborg  
Virginia Zachert

#### ad hoc State Affairs

William C. Howell, *Chair*  
J. Marshall Brown  
Ronald G. Downey  
John M. Larsen, Jr.  
Charles Gilmore Martin  
Thomas W. Milburn  
Frank J. Ofsanko  
Lynnette B. Plumlee

#### ad hoc Testing

C. J. Bartlett, *Chair*  
Richard S. Barrett  
Patricia J. Dyer  
Robert M. Guion  
William A. Owens  
Neal Schmitt  
Mary L. Tenopyr

#### Executive Committee

Richard J. Campbell  
Milton D. Hakel  
Arthur C. MacKinney  
Virginia R. Boehm  
Irwin L. Goldstein  
C. J. Bartlett  
Sheldon Zedeck  
Lyman W. Porter  
Robert M. Guion  
Mary L. Tenopyr  
Donald L. Grant  
Frank L. Schmidt

## Final Report of 1981-82 Long Range Planning Committee

**Dick Campbell**

A substantial amount of LRP effort this year was devoted to implementing the incorporation of the Division in the District of Columbia. The Division became the Society for Industrial and Organizational Psychology, Inc., a Division of the American Psychological Association, on June 18, 1982. Materials are being prepared for the Division to be recognized by the IRS as an

Organization exempt from income tax under section 501(c)(3). (A separate report on incorporation appears in this issue of TIP.)

LRP made a number of recommendations to the Executive Committee. Some have been adopted; others need further development. A brief summary of the major recommendations and actions follows.

**Financial Planning.** The Executive Committee has established a Financial Planning Committee consisting of the LRP Committee and the Secretary/Treasurer. The objective of the Committee is to provide plans for increasing the resources available to the Society for services and programs while avoiding increased assessments. The plan will include three year projections of revenues and expenses.

**State Affairs Committee.** The Executive Committee approved the LRP recommendation that the ad hoc Committee for State Affairs be established as a Standing Committee. A by-laws change incorporating this recommendation will be submitted to the membership at the earliest practicable time. LRP strongly urges the membership to approve State Affairs as a Standing Committee when it comes to a vote.

**APA Boards and Committees.** The Executive Committee has decided to make a more systematic and rigorous effort to improve the Division's representation on APA Boards & Committees. The plan to implement this procedure consists of a) early identification of APA Boards and committees where Division 14 needs representation, b) nomination of qualified Division members, c) informing Council members of the qualifications of Division 14 nominees. The Committee on Committees' responsibilities will be expanded to include identification of candidates for nomination for specific APA openings. A Representative to Council will work with the Committee on Committees. It will take several years to show results, and the Division is committed to a strong, long term effort.

**Psy D.** The Executive Committee is concerned about the development of Psy D programs in I/O psychology. LRP has recommended that the Division maintain its commitment to the Scientist/Practitioner model of training. Although the Psy D in I/O issue is far from resolved, the Executive Committee reaffirmed its commitment to the Scientist/Practitioner model, instructed the Membership Committee to maintain the dissertation requirement for Division 14 membership, and plans to communicate its position to departments and schools training I/O psychologists.

**Minority Representation in I/O Psychology.** The Division should actively seek ways to increase the representation of minorities in I/O psychology and the Society. LRP, in discussion with the Executive Committee, has recommended the Society develop a position paper on our commitment, suggestions for attracting minority students, and useful assistance to students in completing the educational program.

**International Affairs.** LRP recommended that the Society expand its international activities by establishing relationships with I/O psychologists and organizations in other countries.

## Report From Council

Milton D. Hakel

The draft of the Joint Technical Standards for Educational and Psychological Testing was the most important item of discussion at the Washington APA meeting. News about the Society's actions on the draft is presented elsewhere in this issue, including the resolution introduced by your Representatives to insure sufficient time for review by divisions, boards, and committees. The resolution was introduced as new business in the Wednesday Council session, and after waiving the Council's own rule concerning automatic referral of new business to boards and committees (this required a two-thirds majority), the resolution passed unanimously.

Both the unanimous passage of the resolution and its broad base of co-sponsorship indicate that the draft of the standards has attracted a great deal of attention and concern. Given this broad base there is every likelihood that by the time the final draft of the Joint Technical Standards reaches the Council for adoption, it will be a draft that is acceptable to all of the major divisional groupings of psychologists. Your Representatives will continue to watch the progress of revision on the draft quite closely.

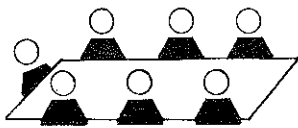
In other action the Council approved a draft of the 1983 preliminary budget of \$18.2 million and also received a report on this year's projected \$75,000 deficit. Revenues are down and expense control measures have been instituted to keep \$16.5 million of expenditures within one half of one percent of the original budget. For 1983, journal prices are being increased, and the good news is that the member subscription price for the *Journal of Applied Psychology* will increase by only \$1.00. Subscription prices increased three years ago and the current increase should be good for another three years.

The Council approved a final revision of the Ethical Principles in the Conduct of Research with Human Participants, rescinded its January action concerning a "candidacy" category of accreditation, passed several items concerning the staffing of standing boards and committees, and affirmed the doctoral level of education as a requirement for independent practice (this item has special interest for school psychologists). Finally the Council passed two resolutions: 1) opposing state requirements for the teaching of creation science in high schools, and 2) calling for a limitation on nuclear armaments.

The Council meets again next January, and Lyman Porter, Bob Guion, Mary Tenopir, Don Grant and I will be active in four of its coalitions, one of its Forums and the Council itself. Send us your ideas and suggestions.

It's time that we added a sixth seat on the Council. When the apportionment ballot arrives, allocate all ten of your votes to Division 14--the Society for Industrial and Organizational Psychology.





# Committees

## Scientific Affairs

★ Ray Katzell

One of the principal objectives of Dick Campbell's presidency is to intensify the Society's activities in the area of Scientific Affairs. In keeping with that theme, the following agenda for the Scientific Affairs Committee were favorably discussed by the Executive Committee at its August meeting.

### General Mission

The Scientific Affairs Committee (SAC) is concerned with promoting I/O psychology as a *science*. This is in contrast to its roles as a technology or field of professional application, which are properly the concerns of other agencies of Division 14.

As a science, I/O psychology strives to discover new knowledge pertaining to people gainfully employed in productive organizations. What differentiates such phenomena from those to be found in other areas of human behavior is that the variables and methods of inquiry are peculiar to work settings -- although not necessarily altogether unique. For example, rewards are germane to virtually all areas of human behavior, but *monetary* rewards are peculiar to employment; similarly influence or dominance are practically universal, but *leadership* is an organizational concern. In the methodological domain, an example is the need to cope with the potential conflict between the roles of people as passive subjects and as responsible organization members. Hence it is the mission of SAC to foster innovations and discoveries of those sorts.

### Old Projects

Certain projects which were started in the recent past will be given further attention, including:

- a. New approaches to productivity improvement.
- b. Additional issues growing out of the conferences on innovations in methodology.

### New Projects

To extend those kinds of developments, several ideas are under consideration for initiation during the coming year, including:

- a. Examination of the question of whether there exist measurement techniques that may be regarded as sufficiently well developed to be recommended for use in investigations of their underlying constructs. Such measures would be considered as standard operationalizations, and their general adoption would add comparability and continuity to research-based knowledge. It is not

intended that those measures be used exclusively, but rather that they be included wherever feasible along with such other measures as may be especially appropriate in a particular study. Possible examples include the Job Diagnostic Survey (or parts thereof) in investigations of job design and the Minnesota Clerical Test in studies of clerical aptitude.

- b. Identification of significant topics for which knowledge is still relatively underdeveloped. The objective of this program would be to stimulate basic research (and funding) by calling attention to these potentially rewarding areas. The focus here would be on psychological issues especially germane to work settings, as discussed above. Significance would be considered mainly in theoretical and conceptual terms, rather than short-term utility. Possible examples of such topics include the effects of work on personality and intellectual functioning, and the inter-relations between adult life stages and career stages.

- c. Preliminary conversations have been held with the publisher of several monograph series which address developments in a particular field of behavioral or social science. Under consideration is the launching of a series dealing with "New Directions in Industrial and Organizational Psychology", highlighting promising scientific developments in our specialty. The publications would be available to Society members at advantageous prices, and other sales would constitute a supplementary source of income to the Division.

### Awards

A long-term program of the Committee has been the granting of several awards for excellence of scientific work in I/O psychology. Consideration is being given to assigning responsibility for this major activity to a sub-committee so that it can be given the necessary time and attention, while the rest of the committee addresses other agenda, such as those outlined above.

## Program

★ Allen Kraut

Now is the time to start planning and working on program submissions for the 1983 convention in Anaheim, California!

It was just one year ago when Ed Levine, Chair of the 1982 Program Committee, issued a similar call. He and his committee deserve our thanks for putting together an excellent program. Both poster sessions and symposia were well attended and received. A similar format will be used in 1983.

### Criteria for Evaluation

Many Division 14 members may not be clear on how their submissions are judged by the Program Committee, and it may be useful to be quite explicit. All papers submitted for poster sessions are reviewed blind, although proposed symposia name the participants.

Each submission is read by at least four Program Committee members and judged on the following criteria:

1. *General interest:* To what extent is the topic addressed of interest to a substantial proportion of the Division membership?
2. *Technical adequacy:* To what extent do research contributions presented or reviewed measure up to acceptable technical and methodological standards?
3. *Innovativeness:* To what extent is new knowledge presented, or existing knowledge integrated in a novel fashion?
4. *Suitability for oral or poster presentation:* To what extent does this contribution lend itself to effective oral or poster presentation?

There are two additional considerations particularly applicable to Symposia:

5. *Diversity:* To what extent are divergent approaches to a problem or differing viewpoints in a controversial area represented by the presentations included?
6. *Integration:* To what extent are the presentations included meaningfully related to each other and logically sequenced?

Finally two additional considerations are applicable to papers:

7. *Completeness:* To what extent are hypotheses, methodology, and results fully summarized in this paper?
8. *Adequacy of visual aids:* To what extent are visual aids (if necessary) adequate for clarity of presentation?

#### **Call for Programs**

The Program Committee particularly invites submissions which advance psychology as a science. Of special interest will be papers emphasizing innovations, as well as sessions which examine major historical debates and movements in our field. Diversity of submission is desirable; the Committee would like to see a good representation of research applications as well as work done in the area of Organizational Psychology. Ideas for invited addresses, special sessions of interest to graduate students, or anything not fitting into the usual molds can also be submitted. Inquiries may be made in advance to the Program Chair, Allen I. Kraut, Personnel Research, IBM Corporation, Armonk, New York 10504.

The official APA Call for Programs will be coming to each of you very soon. *Papers must reach the Division 14 Program Committee by the deadline, January 20, 1983.* Now is the time to start planning and preparing your submission!

## **Continuing Education and Workshop**

★ Stan Silverman

As many of you know, this is the first year of operations for the newly formed Continuing Education and Workshop Committee. Two quite successful committees have been merged, and the new committee is looking forward to a busy and productive year.

The Committee will be meeting in late fall to, among other things, develop the series of pre-convention workshops that will be conducted and evaluated in conjunction with the 1983 APA Convention in Anaheim. I would be most appreciative of any ideas for reaching West Coast I/O types who may not typically hear about the workshops. The Committee also plans to sponsor a workshop at the Graduate Student Conference in Chicago.

The Committee will be looking at ways of using the APA Sponsor Approval authority to provide alternative means of gaining CEU (Continuing Education Units) credit. We will sponsor a regional workshop and continue to work on self-paced Continuing Education modules as well as individualized programs.

A training needs assessment survey has been completed and the data generated from it will help us plan the content of the various workshops we will be conducting throughout the year. Comments and suggestions on the work of the Committee are welcome. Write Stan Silverman, Organizational Consulting Group, 483 Overwood Road, Akron, Ohio 44313, or telephone 216-836-4001 (OCG) or 375-7700 (University of Akron).

## **External Affairs**

★ John Bernardin

The External Affairs Committee set the following objectives for the 1982-83 year:

1. To fully integrate the functions of the Public Relations and Public Policy and Social Issues Committees from which this committee was formed.
2. To increase minority representation in the Society through active recruiting at minority institutions.
3. To prepare a short brochure on the Society for dissemination to members of organizations such as the Small Business Institute and The American Society of Personnel Administrators.
4. To provide speaker services for organizations such as Psy Chi.
5. To provide counseling for prospective I/O psychologists.

In 1982-83 the Fellowship Committee plans to implement the new timetable (the deadline for submissions is now November 1, as announced in the August TIP) and work out any wrinkles. The goal is to successfully nominate at least eight qualified members to Fellow status.

## Membership

★ Ron Johnson

If we are going to continue our growth during 1982-83, the membership committee needs your help. Consider the result if each of you would recruit one new member. This edition of TIP includes a copy of the application blank and description of the membership criteria. Don't assume that all of your I/O colleagues are members. Ask them if they are members, or be sneaky and check the APA directory! If I can assist you with any membership issues, please give me a call (713-845-4714) or write to me at: **College of Business Administration, Texas A&M University, College Station, Texas 77843.**

### CRITERIA FOR MEMBERSHIP\*

#### Society for Industrial and Organizational Psychology, Inc. Division 14 of the American Psychological Association

Membership in the Society for Industrial and Organizational (I/O) Psychology is open to Fellows, Members, Associates, and Students in Psychology of the American Psychological Association (APA). Application for status in this division as Student in I/O Psychology, Associate, or Member is handled through the Society Membership Committee. Recommendations for status as Fellow are made through the Fellowship Committee.

Article I, Paragraph 2 of the Society Bylaws describes the Society's purpose as the promotion of human welfare through the various applications of psychology to all types of work organizations. Examples of such applications include: selection and placement of employees; organization development; employee counseling; career development; conflict resolution; training and development; personnel research; employee motivation; consumer research and product evaluation; and design and optimization of work environments.

The requirements and instructions for application for Student in I/O Psychology, Associate, or Member status are given below:

**Qualifications for Student in I/O Psychology Status:** Must be current APA Student in Psychology.

#### Qualifications for Associate Status:

1. Associates must meet the standards for Associates in APA:
  - a. The person must have completed two years of graduate work in psychology at a recognized graduate school.
  - b. The person must have a *Master's degree* in psychology (or related area) from a recognized graduate school and, in addition, must have completed *one full year* of professional work in psychology.
2. *Presently* must be engaged *primarily* in professional or graduate work related to the purpose of the Society, "to promote human welfare through various applications of psychology to all types of organizations providing goods or services."
3. Applicants must be approved by both the Membership Committee and the Executive Committee of the Society of Industrial and Organizational Psychology.

#### Qualifications for Member Status:

1. Members must meet the standards for Members in APA:
  - a. Have a doctoral degree based in part upon a psychological dissertation conferred by a graduate school of recognized standing.
  - b. Be engaged in study or professional work that is primarily psychological in nature.
2. a. Must be engaged in *professional activities*, as demonstrated by research, teaching, and/or practice, *related to the purpose of the Society* as stated in Article I, Section 2 of the Bylaws, "to promote human welfare through various applications of psychology to all types of organizations providing goods or services." Such activities may be performed in a variety of settings, such as private business or industry, educational institution, consulting firm, government agency, public service foundation, or self *at least one year of full-time service* in these activities.
  - b. It would be helpful to the Membership Committee if *individuals who did not receive a Ph.D. in I/O psychology, or the equivalent thereof* (e.g., Ph.D. in organizational behavior from a business school), supported their statement that they are engaged in professional activities related to the purpose of the Division by *submitting one of the following*: (a) two articles published in I/O related journals, (b) two letters of recommendation written by current members of the Society for I/O Psychology, (c) name of I/O related courses taught, or (d) copies of unpublished research or evaluation reports in the I/O area.
3. Applications must be approved by both the Membership Committee and the Executive Committee of the Society for Industrial and Organizational Psychology.

*\*From Society Bylaws*

# APPLICATION FOR MEMBERSHIP

## SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC. DIVISION 14 OF THE AMERICAN PSYCHOLOGICAL ASSOCIATION

(Please Type)

Name and address

Current Member ☐ Year ..... List memberships in other divisions .....

APA status & Associate ☐ Year ..... List associate status in other divisions .....

year elected: Student ☐ Year .....

Check status in Division 14 for which you are applying:

Member ☐ Associate ☐ Student ☐

### EDUCATIONAL BACKGROUND (Show undergraduate and graduate education)

Institution	Degree	Date	Major area of specialization

Masters thesis title

Advisor(s)

Ph.D. thesis title

Advisor(s)

### PUBLICATIONS (List your two most significant publications, if applicable)

Title of Publication	Publication	Date

### PROFESSIONAL EXPERIENCE (List present position first and then list earlier positions)

Employer	Title	Supervisor	Dates	
			From	To
1.				
2.				
3.				

DUTIES: On a separate page describe briefly the duties of each job. Identify by the above numbers.

Show any additional information to support your application on the reverse side of this form or a separate page.

I certify the above information is correct. I authorize investigation of all statements contained in this application. I subscribe to and will support the purpose of the Society, "to promote human welfare through the various applications of psychology to all types of organizations providing goods or services, such as manufacturing concerns, commercial enterprises, labor unions or trade associations, and public agencies."

In 1983 Division 14's Professional Affairs Committee (PAC) will continue an active role in the areas of licensing, credentialing, and awards, and also assume a major new project on ethics.

In the area of licensing, the PAC will review responses made by the various state legislatures to the official position on licensure and certification established by the Division. Those jurisdictions (about half) which have not yet responded to Art MacKinney's 1981 letter communicating the Division's position will be re-contacted. A reworking of a major section of draft #7 of the Guidelines for Credentialing in Industrial/Organizational Psychology will be undertaken to specify the procedures by which persons may establish credentials in I/O without having received a formal degree in the area. The Committee will continue to coordinate with ABPP in its credentialing procedures at the diplomate level. Finally, the Committee will publicize and solicit nominations for the Division's Professional Practice Award (see announcement elsewhere in this issue).

A major new project will also be undertaken by the PAC, the development of an I/O ethics casebook. Assuming responsibility for the work begun by Mickey Kavanagh and the former Public Policy and Social Issues Committee, the PAC will gather additional information from the Division membership and work in cooperation with the Executive Committee and APA's Ethics Committee (CSPEC) to produce an up-to-date casebook. In connection with this work, a symposium on "Ethical Issues in the Professional Practice of I/O Psychology" will be proposed for presentation at the 1983 APA convention in Anaheim. The PAC will also coordinate the presentation at that meeting by John Flanagan, the 1982 recipient of the Division's Professional Practice Award.

### GRADUATE PROGRAMS SURVEY

A new 1982 *Survey of Graduate Programs in Industrial/Organizational Psychology and Organizational Behavior* is now available, thanks to Rich Klimoski and the Education and Training Committee. Copies may be obtained from **Virginia R. Boehm, Assessment and Development Associates, 12900 Lake Avenue - Suite 824, Lakewood, OH 44107.**

## Long Range Planning

★ Milt Hakel

With the incorporation of the Society for Industrial and Organizational Psychology, the Long Range Planning committee seeks your ideas concerning activities and goals for the organization. We are especially seeking ideas for international contact, funding the Society, creating a foundation, undertaking a publication program, expanding the convention program, etc.

It is a year-long brainstorming session. Write or call any member of the committee.

Milton D. Hakel  
Department of Psychology  
The Ohio State University  
404-C W. 17th Avenue  
Columbus, OH 43210  
614 422-3746

C. J. Bartlett  
Department of Psychology  
University of Maryland  
College Park, MD 20742  
301 454-5473

Irwin L. Goldstein  
Department of Psychology  
University of Maryland  
College Park, MD 20742  
301 454-6103

Sheldon Zedeck  
Human Resources Dept.  
AT&T - Room 3B3B  
1776 On The Green  
Morristown, NJ 07960  
201 766-0374

## Committee on Committees

★ Joel Moses

Many TIP readers are probably familiar with the purpose of this committee, but for new readers a brief description of our function is in order. We are very fortunate in having an active and energetic member body in our Society. Our effectiveness as a Division of APA through the years is due in large part to the voluntary services offered by our membership. If we were to attempt to estimate the cost of the people-hours donated, it would run in excess of several hundred thousand dollars annually.

That we are able to provide so many member services, as well as represent the scientific and professional interests of the Society, is a function of the many able members both eager and willing to serve on our committees.

This year, in addition to helping identify personnel for various committee assignments, we would like to assist in making nominations for APA boards, committees, and subcommittees. It is through this infrastructure that we can insure that our voices are heard.

Please take a moment and complete the form provided on the next two pages of TIP. Or contact any of the committee members. Don't be bashful!



## NOMINATION FORM

### DIVISION 14 STANDING COMMITTEES, 1983-84

If you are interested in serving on a Division 14 Committee next year, please complete this form. (Photocopy if you don't want to cut up your TIP).

Your Name \_\_\_\_\_  
(Last) (First) (Middle Initial)

Your telephone number and mailing address (\_\_\_\_\_) \_\_\_\_\_  
(Telephone Number)

\_\_\_\_\_  
(Department/Location)

\_\_\_\_\_  
(Company/Institution)

\_\_\_\_\_  
(Street/P.O. Box)

\_\_\_\_\_  
(City)

\_\_\_\_\_  
(State)

\_\_\_\_\_  
(Zip)

What is your job title? \_\_\_\_\_

Education: \_\_\_\_\_

Highest Degree \_\_\_\_\_ Year Granted \_\_\_\_\_

Granting Institution \_\_\_\_\_

Division 14 Status: \_\_\_\_\_ Fellow \_\_\_\_\_ Member \_\_\_\_\_ Associate

Do you possess the ABPP Diploma? \_\_\_\_\_ Yes \_\_\_\_\_ No

Please rank from 1 (greatest) to 3 the standing committees on which you would most like to serve.

( ) NOTE: Check here if you have no preference for a particular committee.

Committee Interests (please rank in order of preference. Limit your choice to three.)

\_\_\_\_\_ Education and Training \_\_\_\_\_ External Affairs

\_\_\_\_\_ Membership \_\_\_\_\_ State Affairs

\_\_\_\_\_ Professional Affairs \_\_\_\_\_ Scientific Affairs

\_\_\_\_\_ Program \_\_\_\_\_ Continuing Education and Workshop

If you have previously served on a Division 14 Committee, please list committee(s) and year(s) served.

If you have previously served on an APA Board or Committee, please give the name(s) and the year(s) served.

Please write a brief statement indicating any special qualifications for committee participation which you possess and of which you would like the Committee on Committees to be aware in considering your nomination.

List the names and addresses of two members or fellows of Division 14 whom the Committee on Committees may contact to obtain additional information about you.

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Address)

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Address)

Do you feel confident that you will be able to serve on a Division 14 standing committee, if you are appointed, over the next several years?

\_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Not Sure

Signed \_\_\_\_\_ Date \_\_\_\_\_

NOTE: PLEASE RETURN THIS FORM TO:

Joel Moses  
Room 3A17  
AT&T  
1776 on the Green  
Morristown, N.J. 07960



## Professional Practice Award

Nominations are requested for the 1982 Professional Practice Award of Division 14. This award is made in recognition of special contributions to the practice of I/O psychology. It is intended to recognize the development and implementation of a practice, procedure, or method which has had major impact on people in organizations and on the profession of Industrial and Organizational Psychology. Recipients of the award receive \$500, a framed citation, and formal recognition at the annual APA convention, including a formal address to be made the year following the presentation of the award. Recent past recipients include John C. Flanagan and Carl F. Frost.

Criteria used to evaluate applications include:

- a. The award acknowledges achievement in both development and implementation. Development may include the origination of techniques for practice and/or the creative expansion of methods or procedures in practice.
- b. Primary emphasis is placed on contributions to professional practice rather than other accomplishments such as teaching or research.
- c. Completion of scientific evaluation of the effectiveness of the method or practice is considered highly desirable.
- d. The contributions must have had a significant impact on the practice of Industrial and Organizational Psychology and must be visible and documented. Nominators should go beyond testimonials in providing evidence for evaluations of impact and effectiveness.
- e. The work should have been widely disseminated through publication, presentation, workshops, etc., and utilized by other I/O psychologists. The technique should be available to the profession.
- f. The organizational setting of the awardee's work (industry, government, academia, etc.) is *not* relevant.

Recipients of the Professional Practice Award may be individuals or groups of individuals working together or apart on the same practice; organizations are not eligible. Nominees must be members of Division 14, and persons making nominations must be members of APA or sponsored by members.

Nominating letters should describe in detail the contribution of the nominee(s) and its impact, and should include a list of references and illustrative materials. Division 14's Committee on Professional Affairs

will review all entries and submit their recommendations for the award(s) to the Executive Committee of Division 14 for final approval.

A brochure describing the award and sample nomination packets are available. Send nominations or requests for materials to **Rodney L. Lowman, Department of Psychology, North Texas State University, Denton, Texas 76203 (Phone: 817 - 565 - 2679)**. Completed applications must be received by February 28, 1983.

## Distinguished Scientific Contributions Award

The Awards Subcommittee of the Society's Scientific Affairs Committee is pleased to request nominations for the Distinguished Scientific Contributions Award. 1983 will be the first year the Society will give the award. The award's purpose is to recognize outstanding contributions to the discipline of Industrial and Organizational Psychology.

The award will be given to an individual who has made a distinguished theoretical and empirical contribution to the discipline in recent years. The award includes a cash prize of \$500 and an invitation to make a presentation at the APA annual meeting.

Inquiries should be addressed to the Subcommittee Chair, **Robert F. Boldt, Educational Testing Service, Princeton, N.J. 08541**. Letters of nomination should be sent to Dr. Boldt postmarked no later than March 17, 1983.

## James McKeen Cattell Research Proposal Award

This award is given for the best research proposal in the field of Industrial and Organizational Psychology submitted to the Society's Scientific Awards Subcommittee. The award includes a \$500 cash prize and a chance to present the research idea at the 1984 APA annual meeting.

Criteria and submission requirements can be obtained from the Society's Secretary-Treasurer, **Virginia R. Boehm, Assessment and Development Associates, 12900 - Suite 824, Lakewood, Ohio 44107**. Entries should be sent to Dr. Boehm postmarked no later than March 4, 1983.

## S. Rains Wallace Dissertation Award

This award is given for the best dissertation in Industrial and Organizational Psychology completed during 1982. The award includes a \$200 cash prize and a chance to present the research at the APA annual meeting.

Criteria and submission requirements can be obtained from the chairperson of the Awards Subcommittee of the Society's Scientific Affairs Committee, **Robert F. Boldt, Educational Testing Service, Princeton, N.J. 08540**. Entries should be sent to Dr. Boldt postmarked no later than January 14, 1983.

## B. Von Haller Gilmer Award

The Department of Psychology at Virginia Tech announces the third annual B. von Haller Gilmer Award to be given for the outstanding research paper in an area commensurate with the theme of their annual symposium on Applied Behavioral Science. This year's theme is "The Use of Personality Assessment in Industry."

The paper will be presented at the symposium and also included in the symposium publication. A cash award will be made and travel expenses will be conferred. The symposium is scheduled for May 9 and 20, 1983. Submissions (in quadruplicate) should be in APA format, no more than 50 pages, and not published elsewhere. Send paper and all inquiries to **John Bernardin, Dept. of Psychology, Virginia Tech, Blacksburg, Virginia 24061** by March 1, 1983.

## ASPA Awards

The American Society for Personnel Administration is announcing its annual contests for its Yoder-Heneman Personnel Research and Personnel Creative Application Awards, and its Book Award.

The Personnel Research award is designed to encourage the reporting of innovative personnel research and to highlight new, empirical, data-based findings. The winner receives \$500 and featuring in ASPA publications. The 1982 Award winner was Division 14's Randall Dunham for his paper "Attitudes Towards Work Schedules."

The Creative Application Award is intended to recognize the application of creative management concepts. No award was presented in 1982. Submitters must be ASPA members.

The Book Award recognizes publications that help human resource managers maintain high professional standards, interpret research findings, contribute insights, or present useful policies or action alternatives. The 1982 Award winner was *Sexual Harassment* by Mary Coeli Meyer et al.

Entries must represent work completed or copyrighted during 1982. Book entries must be postmarked no later than January 15, 1983, and other entries by January 31, 1983. For further details, write **ASPA, 30 Park Drive, Berea, Ohio 44017**, or contact **Frank Ofsanko, ASPA Personnel Research Committee, P.O. Box 800, Rosemead, CA 91770, (213) 572-2955**.

## Dunhill Personnel System Research Grant

Dunhill Personnel System, Inc. provides an annual grant of \$5,000 for research in the Human Resource Management Field. The grant is made through the ASPA Foundation to a researcher who is pursuing study in the aforementioned field. It is intended that the grant will encourage research leading to the advancement of the theory and practice in the broad category of Human Resource Management as it relates to business and industry. The following topics relate to The Hiring Process and are suggested, but not required for submission of a research grant proposal:

- Analysis of the hiring process in companies of different sizes: Is hiring done by department head, supervisors, job order placers, personnel departments, etc.?
- Analysis of the total cost of the hiring process: separation, training, replacement, productivity costs.
- Quantifying the costs of hiring: writing of advertisements, placement of advertisements, responses to requests, processing candidates, etc.
- Concern for high turnover among managers.

To be eligible for the grant, the researcher must provide a proposal for the research on a form which will be provided by the ASPA Foundation. Please send requests for proposal forms to: **ASPA Foundation, 30 Park Drive, Berea, OH 44017, Attn: Foundation Proposal**.

Upon completion of the research, ASPA Foundation will be interested in the publication or presentation of material from the study. The grantee will be required to furnish a copy of a completed manuscript to the ASPA Foundation for publication.

To be eligible for the award applicants must submit completed proposals to the ASPA Foundation no later than February 1, 1983. Those applicants accepted as finalists will be notified in May, 1983. The winner of the grant will be announced during the annual ASPA National Conference, June 1-3, 1983.

*The Foundation welcomes other requests for research grants.* Recently a rather substantial grant was made to the center for Effective Organizations at the University of Southern California on the Design and Redesign of Management Performance Appraisal Systems.

## APA Congressional Science Fellowship Program

The APA is now accepting applications for its 1983-84 Congressional Science Fellowship Program. The purpose of the APA program is to familiarize psychologists with the workings of government and to prepare them for leadership roles in policy-making positions. Administered by the American Association for the

Advancement of Science (AAAS), the program also seeks to broaden the perspective of both the scientific and governmental communities on the value of science-government interaction.

**Position description.** Fellows spend one year working as special legislative assistants on the staff of a member of Congress or a Congressional committee. Examples of activities in which fellows engage are participating in legislative and oversight work, assisting in Congressional debates, meeting with agency representatives and special interest groups, preparing briefs and writing speeches, and providing liaison and coordination with committees.

**Awards and requirements.** Two awards will be made for the 1983-84 program, one emphasizing *scientific psychology* and the other emphasizing *psychological applications*. Candidates for the award emphasizing scientific psychology must demonstrate exceptional scientific ability and expertise in some area of psychology. Candidates for the award emphasizing psychological applications must demonstrate exceptional expertise in applied psychological science in areas such as mental health program evaluation, testing and test construction, or industrial applications.

An applicant must have a doctorate in psychology plus a minimum of two years post-doctorate experience and must be a Member of APA (or be an applicant for membership). Prospective fellows should be articulate and be able to write clearly and concisely; be able to work cooperatively with individuals having diverse backgrounds; be willing to work in various scientific and non-scientific areas; and be flexible and able to work under pressure.

**Stipend and placement.** The fellowship period covers one year beginning 1 September 1983 and requires living in the greater Washington, D.C. area. It provides a \$23,000 stipend plus nominal relocation and travel expenses. Final placement will be made in late September 1983 by mutual agreement between fellows and a member of Congress or committee in consultation with the APA and AAAS. AAAS provides a two-week orientation on the legislative process and the working environment on the Hill. It also sponsors a yearlong seminar program on issues involving science and public policy.

**Selection.** Finalists will be interviewed by an APA selection committee in early February 1983. Announcement of the awardees will be made by late February 1983.

**Application materials.** Interested psychologists should submit the following application materials: (a) a detailed vita listing information such as educational background, professional employment, scientific or technical publications or reports, legislative experience, committee and advisory group appointments, etc.; (b) a statement of *500 words or less* addressing the applicant's interest in the fellowship; contribution the applicant believes he/she can make as a psychologist to the legislative process; and what the applicant thinks he/she can learn from the experience and how it relates to his/her future career plans; and (c) three letters of reference specifically addressing the

applicant's ability to work on Capitol Hill as a special legislative assistant. Application materials should be sent to: **APA Congressional Science Fellowship Program, Office of National Policy Studies, American Psychological Association, 1200 Seventeenth Street, N.W., Washington, D.C. 20036 (202) 833-7612.** Application materials must be postmarked no later than December 15, 1982.

## WANTED

### ETHICS CASES IN THE PRACTICE OF I/O PSYCHOLOGY

Division 14 members and their colleagues are requested to submit sample ethics cases for a casebook presently being developed by the Professional Affairs Committee (PAC) of the Division. At the request of the Executive Committee, the PAC will complete work on this casebook begun last year by Mickey Kavanagh and the former Public Policy and Social Issues Committee.

This casebook is being developed because many of the APA ethical principles and existing case materials have not directly addressed the complex issues relevant to the professional practice of I/O psychology. Cases submitted should include an appropriately disguised brief description of the behavior in question, the relevant APA ethical principle involved (if any), and information about the resolution of the case. Especially valuable are cases that represent ambiguous situations in which the ethical principles are confusing or difficult to apply. All cases should be specific to the practice of industrial and organizational psychology.

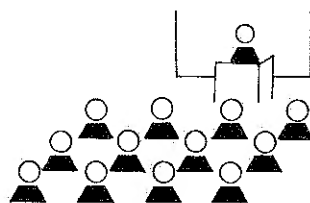
Send case materials or other correspondence as soon as possible to **Rodney L. Lowman, Department of Psychology, North Texas State University, Denton, Texas 76203-3587.**

## WRITING A BOOK?

Your publisher can spread the news in **TIP**. Contact the Business Manager, **Ed Adams, TIP, P.O. Box 292, Middlebush, NJ 08873.**

# Meetings

## Past and Future



### International Congress of Applied Psychology: July 25-30, 1982

by Edwin A. Fleishman

I/O psychology and Division 14 members in particular were prominently featured at the recent International Congress of Applied Psychology held in Edinburgh, July 25-30. Approximately 1500 participants from 60 countries participated. **Ed Fleishman**, President of the International Association of Applied Psychology (IAAP), which organized the Congress, presented the Opening Address. **Bernie Bass** presented an address as outgoing President of IAAP's Division of Organizational Psychology entitled, "Some Research Needs in Organizational Psychology." He also was a keynote speaker (title: "Organizational Decision Process: An Opportunity for Applied Psychology").

Other I/O psychologists among the 20 keynote speakers were **Fred Fiedler** ("Are Leaders an Intelligent Form of Life? A long Neglected Question of Leadership Theory"), **Don Super** ("Self Concepts in Career Development: Theory and Findings 30 years later"), and **Chris Argyris** ("Problems in Producing Usable Knowledge for Implementing Liberating Alternatives"). **Prof. C.C. Ching** of the People's Republic of China spoke on "Applied Psychology in China".

The Congress included 80 symposia, of which 16 were in I/O and 7 were in Ergonomics. Many other symposia in Applied Social Psychology and Psychometrics were of interest to I/O psychologists. Among the Division 14 members participating in symposia or workshops were **Harry Triandis**, **Bill Byham**, **Howard Carlson**, **John Flanagan**, **Sidney Fine**, **David Campbell**, **Mike Fischl**, **Lyle Schoenfeldt**, **Bill Owens**, **Don Brush**, **William Mobley**, **Richard Steers**, **Lyman Porter**, **Dan Ilgen**, **Jack Feldman**, **Jim Naylor**, **Howard Weiss**, **Ralph Katz**, **Milt Blood**, **Mike Gordon**, **Randall Dunham**, and **David Wagner**. Division 14 members also were well represented among the 600 interactive paper (poster) sessions, which proved to be a big success at the Congress.

In addition to the scientific program, there were field trips to discuss issues in I/O Psychology and practice at the Scottish and New Castle Breweries, the Bank of Scotland, Scotsman Publications, John Dewar & Sons, and British Railways. The full social program

included the opening reception at the Royal Scottish Museum, a reception in the Edinburgh Castle, a Jacobean Feast, traditional dances, Baroque orchestra concerts, a reception for participants sponsored by the American Psychological Association, and a farewell reception. These provided ample opportunities for interacting with our colleagues abroad.

**Harry Triandis**, University of Illinois, was elected Vice President of IAAP, for an 8 year term. Congratulations to **Harry**. **Claude Levy-Leboyer**, Universite Rene Descartes, Paris, was elected President to succeed **Ed Fleishman**, who remains an Officer as Past President. **Peter Drenth** of the Free University of Amsterdam was elected President of the Division of Organizational Psychology, and **Peter Weissenberg**, Rutgers University, Camden, was named U.S. Treasurer of IAAP. Please contact him for membership in IAAP and its I/O Division.

The next International Congress of Applied Psychology will be held in Jerusalem in 1986.

### Academy of Management: August 15-18, 1982

by Richard Klimoski

The 42nd annual meeting of the Academy of Management was held in New York, N.Y. August 15-18. Many Society members appeared in the program of several divisions: Organization Behavior, Organization Communication, Organization Development, Organization and Management Theory and Personnel/Human Resources.

The conference officially runs for 2 1/2 days, but many of the divisions conduct pre-convention activities as well. Most notable are the innovative Doctoral Consortium sessions, which involve a relatively small number of advanced level graduate students from I/O and OB programs throughout the country. As invited participants, they usually have expenses subsidized by their departments; in many schools it is a competitive award. They actively participate in small group (e.g., 10-14) discussions and round tables conducted by one or two people who are well versed in the topic at hand.

This year the OB-OD-OMT Consortium (sort of a composite or "consortium-consortium") involved (among others) **Ben Schneider**, **Ed Locke** and **Larry James** and dealt with themes of work motivation, field research, small groups and strategic management. This joint consortium lasted almost two full days! In contrast, the Personnel/Human Resources division-sponsored consortium was carried out on Saturday. **Ken Wexley** and **Rich Klimoski** dealt with performance appraisal; **Jim Ledvinka** provided an equal employment opportunity update. Sessions on compensation theory and planning and governance in employee relations were also offered.

The actual conference sessions dealt with material spanning the range of concerns of the field. To mention a few led by Division 14



members: **Richard Steers** and **Ed Lawler** on executive compensation; **Gary Yukl** on management training needs analysis; **Gary Latham** on interventions for productivity enhancement; **Larry Cummings**, **Gene** and **Dianna Stone** on performance feedback dynamics; **Jim Terborg** and **Ben Schneider** on organizational climate research (according to them, now in its second generation); **John Bernardin** and **Ed Cornelius** on performance appraisal-related issues; **Pat Pinto**, **Wayne Cascio** and **Robert Ramos** on collecting job content information; **Bob House** on leadership; **Larry Cummings** and **Karl Weick** on cognition in organizations; **Charles O'Reilly** on the impact of message features on personnel decisions; and **Chet Schriesheim** and **Jack Bartlett** on halo effects in ratings.

The National Academy Conference is also known for its good fellowship and opportunity to socialize with colleagues. This one was no exception. There were numerous gatherings sponsored by publishers, nightly cash bars and (what seemed to me to be) a fine assortment of university-sponsored "alumni relations functions." But once again, as it was at San Diego last year, the P/HR Division's cocktail party was noteworthy, for its setting (top floor of the McGraw-Hill Building), its great food, its beverages, and its lively conversation. This is one tradition that I hope continues.

### **SEIOPA: March 23, 1983**

The 1983 meeting of SEIOPA (Southeastern Industrial/Organizational Psychological Association) will be held in the Atlanta Hilton on Wednesday, March 23. Preliminary planning is well underway for the program. As usual, the SEIOPA program coincides with the annual meeting of SEPA (Southeastern Psychological Association).

SEIOPA continues to provide one of the few opportunities for the discussion of I/O issues in a relatively informal setting. Encourage your students to think of creative ways to fund a trip to Atlanta so that they too might benefit from the day.

If you have program recommendations or need to be added to the mailing list, contact **Ron Johnson**, College of Business Administration, Texas A&M University, College Station, Texas 77843. Feel free to call (713-845-4714).

### **Fourth Annual Graduate Student Convention: March 25-27, 1983**

The graduate programs in Industrial/Organizational Psychology of the Illinois Institute of Technology and the University of Illinois at Chicago, in conjunction with the Organization Behavior program of the Kellogg Graduate School of Management at Northwestern University, are pleased to announce they will jointly host the Fourth Annual

Industrial/Organizational Psychology and Organizational Behavior Graduate Student Convention March 25-27, 1983 at McCormick Inn in Chicago, Illinois.

For the past three years, this Convention has provided an effective forum for students to meet and to exchange ideas and information. This enables graduate students to establish contacts, friendships, and communication networks which will be kept throughout their professional careers.

As in the past, the Convention will feature paper presentations, panel discussions, colloquia, and poster sessions given by and for graduate students. While the program of the Convention is not yet complete, the three day event will also feature an opening keynote address given by **Larry Cummings** (Northwestern) and workshops to be presented by **Ben Wright** (University of Chicago) and **William Byham** (DDI). A panel discussion featuring **Frank Schmidt** (George Washington University), **John Callander** (Proctor and Gamble), and **Nambury Raju** (IIT) will address the topics of Meta-Theory Analysis and Validity Generalization. Another panel, composed of various representatives of the private and public sectors and academia, will discuss professional opportunities.

All graduate students currently enrolled in I/O Psychology, Organizational Behavior, or a related field are invited to attend and to submit papers for presentation. Theoretical, experimental, and empirical papers are welcome. For more information, contact **I/O & O.B. Convention Steering Committee**, Department of Psychology, Illinois Institute of Technology, Chicago, IL 60616.

Unfortunately, such an undertaking is quite costly. Any member of Division 14 who wishes to support this important event is encouraged to help provide much needed financial support. For more information on how you or your organization can help, please contact **Bruce Wade** at the address above or by telephone at (312) 996-3036.

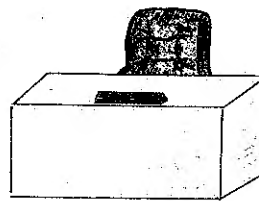
### **Third O.D. World Congress: Oct. 4-7, 1983**

Division 14 members are invited to participate in the third O.D. World Congress to be held October 4-7, 1983 in Dubrovnik, Yugoslavia. The theme will be "Improving The Quality of Life."

The goal is to establish an international dialogue, especially with Eastern bloc countries, to see if the O.D. technology useful in industry might not also be useful internationally. The Congress will explore ways of improving the quality of life at the personal, group, corporate, national, and international level. For further information contact **Donald W. Cole**, Organizational Development Institute, 11234 Walnut Ridge Road, Chesterland, Ohio 44026-1299.

# Positions Available

Ed Adams



1) Industrial/Organizational Psychologist. Lamar University anticipates an opening at the Assistant Professor level beginning August, 1983. The department emphasizes graduate training in applied psychology and is expanding research and training in I/O. We offer excellent facilities, competitive salary, and consulting opportunities. Undergraduate and graduate teaching responsibilities are required. Send curriculum vita and three letters of recommendation to **Dr. Richard G. Marriott, Head, Department of Psychology, Lamar University, Beaumont, TX 77710.**

2) Assistant Professor. Department of Psychology, The Ohio State University for Autumn, 1983 with a specialty in Industrial/Organizational Psychology. This is a tenure-track position. We are seeking an individual with strong research skills, broadly trained in the various content areas of I/O psychology and who can carry out projects in both field and laboratory settings. Work or consulting experience in organizational settings would also be desirable. The primary research interest of a candidate is not a major consideration. Duties include teaching at the advanced undergraduate and graduate levels, advising graduate students and contributing to the scientist/practitioner orientation of the program. In order to be *assured* of consideration for the position, applications should be in hand by December 1, 1982. Send vitae, transcripts of graduate work, and names of three references, along with inquiries to: **Dr. Richard Klimoski, Chair, Search Committee, Industrial/Organizational Psychology, The Ohio State University, 404-C W. 17th Avenue, Columbus, Ohio 43210.** An Equal Opportunity Employer.

3) Industrial-Organizational Psychologist. Tenure-track position as Full Professor in I/O Psychology available August, 1983. Applicants with backgrounds in the specialty area of Personnel and Training Psychology are particularly desired. Responsibilities will encompass teaching and research, including the direction of student research and participation in the continuing development of the Department's I/O Ph.D. Program. Department offers the M.S. (General), Psy.D. (Clinical), and Ph.D. (I/O) degrees. Six of 27 faculty members currently provide specializations in Personnel and Training, Organization and Management, and Engineering Psychology. The program requires a strong background in experimental psychology and emphasizes the development of methodological and problem-solving skills in the applied areas of I/O Psychology. Ph.D. is required. Salary is competitive, and a variety of consulting opportunities are available. Send resume and three references by December 31, 1982 to **Dr. Ben B. Morgan, Jr., Chair, I/O Search Committee, Department of Psychology, Old Dominion University, Norfolk, VA 23508.** An Affirmative Action/Equal Opportunity Employer.

4) Psychologist. Assistant Professor appointment available August, 1983. Ph.D. is required. Responsibilities include teaching undergraduate and graduate courses and conducting funded research programs. The ideal applicant will have applied interests in several of the following areas: Community/Clinical with expertise in program evaluation; Gerontology; Behavioral Medicine, particularly substance abuse. Those applied areas represent directions being taken by the 27 member department which offers the M.S. (General), Psy.D. (Clinical), and Ph.D. (I/O) Degrees. Salary commensurate with qualifications. Send resume and three letters of reference by December 31, 1982 to **Dr. Wallace Wilkins, Chair, Departmental Search Committee, Department of Psychology, Old Dominion University, Norfolk, VA 23508.** An Affirmative Action/Equal Opportunity Employer.

5) Tenure track position in Industrial/Organizational Psychology. Teach graduate and undergraduate courses, including general psychology and courses in Industrial/Organizational Psychology. Twelve hour teaching load. Research expected. Rank open, salary competitive. Completed applications, including three recent letters of reference and official transcripts, should be received no later than January 6, 1983. These materials should be sent to **Dr. A. V. Harris, Chairman, Department of Psychology, Radford University Station 5761, Radford, VA 24142.** This position will be held open until it is filled, and interviews may be requested earlier for exceptionally qualified applicants.

6) Industrial-Organizational Psychologist. Tenure track position commencing September, 1983; salary at the beginning assistant professor level, pending budgetary approval. Ph.D., evidence of research productivity, and teaching ability required. Candidates should send vita, three letters of recommendation, and a graduate transcript by January 17, 1983 to **Rick Jacobs, Box 20, 417 Moore Building, Psychology Department, Penn State University, University Park, PA 16802.** Penn State is an Affirmative Action/Equal Opportunity Employer.

7) Quantitative Psychologist. Tenure track position of Assistant Professor with primary training in psychometrics and statistics at the Department of Psychology, Memphis State University, beginning September, 1983. The Department includes 26 full-time faculty and offers the M.S. and Ph.D. degrees in Clinical and Experimental Psychology. The Department is housed in its own modern four-story building which has extensive research and clinical facilities. Applicants must have earned the doctorate by September, 1983. Responsibilities include teaching undergraduate and graduate courses, directing dissertations and theses, and conducting own research program. Candidates should indicate the courses they are prepared to teach. Salary is competitive and commensurate with qualifications. Deadline for applications is February 15, 1983. Send vita and three letters of recommendation to: **Dr. Michael Lupfer, Search Committee, Department of Psychology, Memphis State University, Memphis TN 38152.** We are an Affirmative Action/Equal Opportunity Employer.

8) Industrial Psychologist. Texas A & M University, Department of Psychology has an opening for an industrial psychologist beginning in the Fall 1983 semester. This is a tenure-track position for an Assistant (or possibly) Associate level professor. Candidates should have a Ph.D. degree in Industrial Psychology or be in the very final stages of completing their degree. An active interest in research and the ability to teach a variety of Industrial Psychology courses at the graduate and undergraduate level are essential. We would prefer an industrial psychologist whose major teaching and research interests are in Personnel (as opposed to Organizational) Psychology, although we will consider applications by organizational psychologists. Salary is competitive. A vita and at least three letters of recommendation should be sent to **Dr. James B. Shaw, Department of Psychology, Texas A & M University, College Station, Texas 77843, 713-845-2530.** Texas A & M University is an Equal Employment Opportunity Employer.

9) Industrial Psychologist. Auburn University invites applications for a possible new tenure track position in I/O Psychology to begin September, 1983. The individual hired would teach both graduate and undergraduate courses in I/O Psychology, supervise graduate student research, and function as a core faculty member in the department's Ph.D. program in I/O Psychology. Area of specialization within I/O is open. Send vita and three letters of recommendation to **William I. Sauser, Jr., Director, I/O Program, Department of Psychology, Auburn University, AL 36849.** An Affirmative Action, Equal Opportunity Employer.

## ADVERTISE IN TIP

The **Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2400 Society members. Membership includes academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 3000 copies per issue.

Advertising may be purchased in **TIP** in units as large as two pages and as small as a half page spread. In addition, "**Position Available**" ads can be obtained at a charge of \$30.00 per position. For information or placement of ads, write to **Ed Adams, Business Manager, TIP, P.O. Box 292, Middlebush, NJ 08873.**

## ADVERTISING RATES

### RATES PER INSERTION

Size of Ad	Number of Insertions	
	One Time	Four Times
Two Page Spread	\$275	\$200
Cover	\$200	\$150
One Page	\$175	\$125
Half Page	\$125	\$100

### PLATE SIZES

Size of Ad	Vertical	Horizontal
One Page	7 1/4"	4 1/4"
Half Page	3 1/4"	4 1/4"

## PUBLISHING INFORMATION

### SCHEDULE

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Respective closing dates: Sept. 15, Dec. 15, Mar. 15, June 15.

### DESIGN AND APPEARANCE

5 1/2" X 8 1/2" pamphlet, printed by offset on offset stock, saddle wire stitched.

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